



# Accountable, Effective & Well-Managed Government

## Focus Area All Funds Budget - \$ 128,562,254

Department	All Funds Departmental Budget
Office of the City Attorney	\$3,251,445
City Clerk and Clerk of Council	\$423,541
City Council	\$698,106
City Manager's Office	\$2,369,544
Communications & Public Information	\$1,547,230
Finance Department	\$13,216,027
Department of General Services	\$11,189,402
Human Resources	\$4,012,280
Information Technology Services (ITS)	\$13,159,806
Office of Internal Audit	\$306,170
Office of Management and Budget (OMB)	\$1,275,096
Non-Departmental (City Memberships, Insurance, Debt Service, Cash Capital, Employee Compensation, Contingent Reserves, Response to Emergencies)	\$74,992,045
Office of Organizational Excellence	\$152,429
Office of Performance & Accountability (OPA)	\$509,308
Office of Voter Registration & Elections	\$1,459,825

# Office of the City Attorney



The Office of the City Attorney provides litigation services to enforce and defend city laws, agreements and regulations and to support petitions to protect children and adults in need of court ordered protection; processes Freedom of Information Act requests; drafts contracts, agreements, memorandums of understanding and ordinances; and provides general legal advice to City Council, boards and commissions and all city departments.

**Department Contact Info**

703.746.3750

[www.alexandriava.gov/cityattorney/](http://www.alexandriava.gov/cityattorney/)

**Department Head**

Joanna Anderson



## EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures By Character</b>					
Personnel	\$2,237,424	\$2,414,573	\$2,417,739	\$3,166	0.1%
Non-Personnel	\$1,571,819	\$604,309	\$833,706	\$229,397	38.0%
<b>Total</b>	<b>\$3,809,243</b>	<b>\$3,018,882</b>	<b>\$3,251,445</b>	<b>\$232,563</b>	<b>7.7%</b>
<b>Expenditures by Fund</b>					
General Fund	\$3,809,243	\$3,018,882	\$3,251,445	\$232,563	7.7%
<b>Total</b>	<b>\$3,809,243</b>	<b>\$3,018,882</b>	<b>\$3,251,445</b>	<b>\$232,563</b>	<b>7.7%</b>
<b>Total Department FTEs</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for the City Attorney increases by \$232,563 or 7.7% compared to FY 2020 levels.
- Personnel costs increase by \$3,166 or 0.1% due to an increase in retirement contribution rates offset by a change in health insurance plan selections.
- Non-personnel costs increase by \$229,396 or 38.0% due to outside legal costs. FY 2021, \$226,219 has been added to the outside legal services budget based on a 3-year trend analysis of actual costs with an additional increase of \$3,178 for required Education and Training.



## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2020 APPROVED ALL FUNDS BUDGET</b>	<b>16.00</b>	<b>\$3,018,882</b>
<b>All Programs</b>		
Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$232,563
<b>All Programs</b>		
All General Fund travel, conferences, mileage and education and training dollars were reduced by 25% in the amended FY 2021 proposed budget version 2.0 due to temporary travel restrictions and the delay	0.00	(\$9,125)
<b>TOTAL FY 2021 APPROVED ALL FUNDS BUDGET</b>	<b>16.00</b>	<b>\$3,251,445</b>



## PERFORMANCE INDICATORS

## Strategic Plan indicators supported by this Department

- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Average number of days to respond to Freedom of Information Act (FOIA) requests</i>	7.6	6.9	3.9	5.0	5.0
<i>Number of City initiated cases litigated to enforce City laws, agreements, and regulations, and recover damages</i>	279	124	102	150	200
<i>Number of petitions submitted to protect children and adults in need of court ordered protection</i>	173	77	109	100	100
<i>Number of documents drafted or reviewed</i>	330	388	321	300	350
<i>Number of Freedom of Information Act (FOIA) requests</i>	1,616	2,030	1,734	1,800	1500
<i>Number of legal trainings provided</i>	15	6	13	25	25
<i>Number of ordinances or resolutions drafted and reviewed</i>	45	63	74	100	100
<i>Number of parking adjudication cases processed</i>	N/A	1,769	2,002	2,000	N/A
<i>Number of times formal and informal legal advice is provided to City departments</i>	792	569	756	1,000	1000
<i>Number of cases litigated to defend City laws, actions or decisions</i>	21	27	23	20	20
<i>Percent of City employees surveyed satisfied with legal services provided by the City Attorney's Office</i>	87%	95%	96%	95%	90%



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Transaction	Ensure compliance with appropriate federal, state and city provisions	0.60 M	2
Legal Counsel	Provide legal direction and support to city departments.	0.84 M	2
Litigation	Represent the City in litigation to enforce and defend city laws, regulations and agreements.	1.17 M	2
Special Projects	Respond to subpoenas and Freedom of Information Act requests.	0.41 M	4

# City Clerk & Clerk of Council



The City Clerk is appointed by Council and serves as its secretary. The City Clerk prepares and distributes the docket for Council meetings and keeps minutes. The City Clerk keeps a record of the proceedings of meetings of Council and keeps a record of all approved ordinances and resolutions and reports presented to Council for consideration. All of these records are public records and open to inspection. The Office of the City Clerk is responsible for the production and distribution of dockets and supporting materials for Council meetings.

## Department Contact Info

703.746.4550

[www.alexandriava.gov/CityClerk](http://www.alexandriava.gov/CityClerk)

## Department Head

Gloria Sitton

## City Clerk &amp; Clerk of Council



## EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures By Character</b>					
Personnel	\$348,936	\$360,088	\$361,252	\$1,164	0.3%
Non-Personnel	\$72,188	\$57,521	\$62,289	\$4,768	8.3%
<b>Total</b>	<b>\$421,124</b>	<b>\$417,609</b>	<b>\$423,541</b>	<b>\$5,932</b>	<b>1.4%</b>
<b>Expenditures by Fund</b>					
General Fund	\$421,124	\$417,609	\$423,541	\$5,932	1.4%
<b>Total</b>	<b>\$421,124</b>	<b>\$417,609</b>	<b>\$423,541</b>	<b>\$5,932</b>	<b>1.4%</b>
<b>Total Department FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for the City Clerk and Clerk of Council increases by \$5,932 or 1.4% compared to FY 2020 levels.
- Personnel costs increase by \$1,164 or 0.3% due to health insurance rate increases.
- Non-personnel costs increase by \$4,768 or 8.2% due to Voice Over Internet Protocol (VOIP), mobile device management and Alex311 cost assumptions.



## City Clerk &amp; Clerk of Council



## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2020 APPROVED ALL FUNDS BUDGET</b>	<b>3.00</b>	<b>\$417,609</b>
<b>All Programs</b> Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$792
<b>City Clerk and Clerk of Court</b> Boards and Commissions Online Roster Data System. This software system will allow candidates to apply for a seat on Board/Commissions.	0.00	\$10,000
<b>City Clerk and Clerk of Court</b> Lease Elimination. This cost efficiency will terminate the lease agreement for an additional copy machine resulting in savings.	0.00	(\$4,860)
<b>TOTAL FY 2021 APPROVED ALL FUNDS BUDGET</b>	<b>3.00</b>	<b>\$423,541</b>



# City Clerk & Clerk of Council

## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile
Docket Preparation & Distribution	Prepare and distribute items for Council consideration to members of Council and the public (manually and electronically) and to notify the public of items scheduled before Council in accordance with state and local laws.	0.10 M	1
Council Support	Provide reception, research, general office support and budget administration services in order to support Council's effective operation.	0.12 M	3
Meeting Support & Documentation	Maintain a permanent record of official City Council actions in a prompt and accurate manner.	0.11 M	3
Boards & Commission Support	Process City boards and commission applications, oaths and to manage, advertise and fill vacancies on boards and commissions.	0.09 M	4

# City Council



The Alexandria City Council is composed of a Mayor and six Council members who are elected at-large for three-year terms. The Mayor, who is chosen on a separate ballot, presides over meetings of the Council and serves as the ceremonial head of government. Council members traditionally choose the person receiving the most votes in the election to serve as Vice Mayor. The Council's functions include, but are not limited to: reviewing and approving the annual budget; establishing long and short-term objectives and priorities for the City; establishing tax rates and borrowing funds; passing ordinances and resolutions; responding to constituent needs and complaints; and representing the community.

## Department Contact Info

703.746.4550

[www.alexandriava.gov/Council](http://www.alexandriava.gov/Council)

## City Mayor

Justin Wilson



## EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures By Character</b>					
Personnel	\$544,950	\$610,448	\$601,256	(\$9,192)	-1.5%
Non-Personnel	\$84,497	\$78,260	\$96,850	\$18,590	23.8%
<b>Total</b>	<b>\$629,447</b>	<b>\$688,708</b>	<b>\$698,106</b>	<b>\$9,398</b>	<b>1.4%</b>
<b>Expenditures by Fund</b>					
General Fund	\$629,447	\$688,708	\$698,106	\$9,398	1.4%
<b>Total</b>	<b>\$629,447</b>	<b>\$688,708</b>	<b>\$698,106</b>	<b>\$9,398</b>	<b>1.4%</b>
<b>Total Department FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for the City Council increases by \$9,398 or 1.4% compared to FY 2020 levels.
- Personnel costs decrease by \$9,192 or 1.5% due to a reduction in health insurance costs.
- Non-personnel costs increase by \$18,590 or 23.8 % due to costs assumptions for Alex311 offset by a 25% reduction in travel, conference and mileage costs due to temporary travel restrictions and delays.



## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2020 APPROVED ALL FUNDS BUDGET</b>	<b>1.00</b>	<b>\$688,708</b>
<b>All Programs</b> Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$14,296
<b>All Programs</b> All General Fund travel, conferences, mileage and education and training dollars were reduced by 25% in the amended FY 2021 proposed budget version 2.0 due to temporary travel restrictions and the delay or	0.00	(\$4,898)
<b>TOTAL FY 2021 APPROVED ALL FUNDS BUDGET</b>	<b>1.00</b>	<b>\$698,106</b>

## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
City Council	The Council's functions include, but are not limited to: reviewing and approving the annual budget; establishing long and short-term objectives and priorities for the City; establishing tax rates and borrowing funds; passing ordinances and resolutions; responding to constituent needs and complaints; and representing the community.	0.69 M	1

# City Manager's Office



The Alexandria City Manager is appointed by the City Council to be the chief executive officer of the City. The City Manager carries out the policy directives of the City Council and manages the daily operations of City government. The City Manager oversees the preparation of the annual operating and capital budgets and periodic financial and administrative reports as may be required for submission to the City Council. The City Manager is responsible for proposing a detailed annual City Government operating budget amount to Council, which includes an Alexandria Public Schools operating budget as well as a 10-year City and Schools Capital Improvement Program. The City Manager is responsible for overseeing presentations of policy choices and proposed plans to City Council and then overseeing the implementation of policies and plans that City Council adopts. The City Manager appoints all heads of departments and employees of the City, except those in elected, judicial, Alexandria City Public Schools, Alexandria Redevelopment and Housing Authority, AlexRenew, DASH, and Libraries positions, City Attorney's Office, and the Office of City Clerk/Clerk of Council.

## Department Contact Info

703.746.4300

[www.alexandriava.gov/CityManager](http://www.alexandriava.gov/CityManager)

## Department Head

Mark Jinks

# CITY OF ALEXANDRIA, VIRGINIA

## City Manager's Office



### EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures By Character</b>					
Personnel	\$1,797,720	\$2,092,902	\$2,192,175	\$99,273	4.7%
Non-Personnel	\$160,447	\$176,585	\$177,369	\$784	0.4%
<b>Total</b>	<b>\$1,958,167</b>	<b>\$2,269,487</b>	<b>\$2,369,544</b>	<b>\$100,057</b>	<b>4.4%</b>
<b>Expenditures by Fund</b>					
General Fund	\$1,958,167	\$2,269,487	\$2,369,544	\$100,057	4.4%
<b>Total</b>	<b>\$1,958,167</b>	<b>\$2,269,487</b>	<b>\$2,369,544</b>	<b>\$100,057</b>	<b>4.4%</b>
<b>Total Department FTEs</b>	<b>10.00</b>	<b>11.50</b>	<b>11.75</b>	<b>0.25</b>	<b>2.2%</b>

### FISCAL YEAR HIGHLIGHTS

- The City Manager's budget increases by \$100,057 or 4.4% for FY 2021 compared to FY 2020.
- Personnel costs increase by \$99,273 or 4.7% to reflect recently filled vacancies to include budgeting at a higher pay level for the new Race and Social Equity Officer. The City Manager's Office reclassified this position to the executive pay scale in order to hire more competitively. This total is offset by a \$60,000 increase in vacancy savings.
- Non-personnel costs increase by \$784 or 0.4% due to increases in membership subscriptions and equipment maintenance, offset by a 25% reduction to all travel, conference, mileage and education and training.
- The Special Assistant to the City Manager position increases its FTE from 6 months per year to 9 months per year to reflect actual time spent on assignments.

CITY OF ALEXANDRIA, VIRGINIA  
City Manager's Office



## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2020 APPROVED ALL FUNDS BUDGET</b>	<b>11.50</b>	<b>\$2,269,487</b>
<b>All Programs</b> Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries and benefits, contracts, and materials, and includes amending the Special Assistant to the City Manager FTE from 6 months to 9 months per year with no budgetary impact.	0.25	\$171,607
<b>All Programs</b> The FY 2021 budget includes increased vacancy savings factors for each department based on a hiring freeze in the City. Across all departments an additional \$4.3 million of vacancy savings was added from the proposed budget version 2.0.	0.00	\$(60,000)
<b>All Programs</b> All General Fund travel, conferences, mileage and education and training dollars were reduced by 25% in the amended FY 2021 proposed budget version 2.0 due to temporary travel restrictions and the delay or cancellation of many in person training opportunities.	0.00	\$(11, 550)
<b>TOTAL FY 2021 APPROVED ALL FUNDS BUDGET</b>	<b>11.75</b>	<b>\$2,369,544</b>



CITY OF ALEXANDRIA, VIRGINIA  
City Manager's Office



## PERFORMANCE INDICATORS

### Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69%.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Percent of residents who approve of the overall quality of City government services</i>	85.5%	82.1%	N/A	83.0%	77.6%
<i>Overall customer service by Alexandria employees</i>	71.7%	73.6%	N/A	74.0%	69.1%

CITY OF ALEXANDRIA, VIRGINIA  
City Manager's Office



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Leadership, organizational and employee development	Provide strategic support to City-wide and departmental leadership teams as well as to individual employees to foster a high performance organization.	0.42 M	1
Legislative advocacy/affairs	Represent City's priorities and interests at State and Federal level.	0.19 M	1
Oversight of City Operations	Ensure the effective management of the daily operations of City government.	0.42 M	1
Policy Development and Implementation	Propose policies to City Council for its consideration.	0.38 M	1
Strategic Budget Development	Prepare and provide direction for proposing annual budget priorities and financial plan for City Government operations.	0.21 M	1
Tax Revenue Growth	Improve the City's business economy, as well as grow the governmental tax revenues which fund the City government.	0.10 M	1
Development and Implementation of 10-year Capital Improvement Plan	Propose a 10-year Capital Improvement Plan.	0.10 M	2
Partnership Development	Lead in identifying opportunities to partner with other entities to achieve City and regional goals and implement resulting initiatives.	0.22 M	2
Customer Assistance and Problem Solving	Interact and communicate with residents and business to address issues and needs.	0.23 M	3

# Communications and Public Information



The Office of Communications & Public Information fosters open, accountable and effective government by developing, coordinating and delivering meaningful and responsive communications for the community and for City employees.

**Department Contact Info**

703.746.3960

<http://www.alexandriava.gov/Communications>

**Department Head**

Craig Fifer



## EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures By Character</b>					
Personnel	\$1,047,529	\$1,207,207	\$1,103,995	(\$103,212)	-8.5%
Non-Personnel	\$249,601	\$337,086	\$443,235	\$106,149	31.5%
<b>Total</b>	<b>\$1,297,130</b>	<b>\$1,544,293</b>	<b>\$1,547,230</b>	<b>\$2,937</b>	<b>0.2%</b>
<b>Expenditures by Fund</b>					
General Fund	\$1,297,130	\$1,544,293	\$1,547,230	\$2,937	0.2%
<b>Total</b>	<b>\$1,297,130</b>	<b>\$1,544,293</b>	<b>\$1,547,230</b>	<b>\$2,937</b>	<b>0.2%</b>
<b>Total Department FTEs</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- The FY2021 Communications and Public Information General Fund budget increases by \$2,937 or 0.2% compared to FY 2020 levels.
- Personnel costs decrease by \$103,212 or 8.5% due to an increase in vacancy savings.
- Non-personnel costs increase by \$106,149 or 31.5% due to \$75,000 in funding for a new language access plan which is under development, and \$31,493 in current service adjustments for mobile device management, Voice over Internet Protocol (VOIP) and Alex311.



## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2020 APPROVED ALL FUNDS BUDGET</b>	<b>9.00</b>	<b>\$1,544,293</b>
<b>All Programs</b> Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$61,650
<b>Communications and Public Information</b> Language Initiative Access Plan—This plan when completed will provide guidance to City departments on how each department will provide adequate access to services for non-English speaking individuals and persons with Limited English Proficiency (LEP). These funds will also be used to fund translation services of written and electronic materials.	0.00	\$75,000
<b>All Programs</b> The FY 2021 budget includes increased vacancy savings factors for each department based on a hiring freeze in the City. Across all departments an additional \$4.3 million of vacancy savings was added from the proposed budget version 2.0.	0.00	(\$133,713)
<b>TOTAL FY 2021 APPROVED ALL FUNDS BUDGET</b>	<b>9.00</b>	<b>\$1,547,230</b>



## PERFORMANCE INDICATORS

## Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Number of Alexandria eNews subscribers</i>	40,554	42,821	45,947	50,000	N/A
<i>Number of followers of City's primary Facebook account</i>	13,269	14,138	15,090	16,000	N/A
<i>Number of followers of City's primary Twitter account</i>	44,744	53,153	55,659	60,000	N/A
<i>Percent of employees who are satisfied with overall communications from the Office of Communications and Public Information about what is happening in the City</i>	90%	92%	90%	92%	100%
<i>Percent of residents rating public information positively on the resident survey</i>	72%	78%	N/A	78%	100%



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Strategic Communications	Development of external and internal messaging.	0.44 M	2
Website Content Management	Oversight and maintenance of content on the City's external and internal websites.	0.15 M	2
Internal Communications	Distribution of routine and emergency information to employees.	0.14 M	3
Print Publications	Design and layout of print publications for external and internal use.	0.08 M	3
Public Information	Distribution of routine and emergency information to the public.	0.25 M	3
Video Production	Development and production of external and internal video content.	0.36 M	3
Media Relations	Coordination with news media.	0.02 M	4
Outreach and Liaison	Coordination of City Academies, special recognition events, and boards and commissions.	0.10 M	4

# Finance Department



The Finance Department is responsible for the assessment, collection, and enforcement of all City taxes, the management of cash flow and investments, accounting for and reporting the City's financial position, processing payroll, executing a fair and competitive procurement environment, assessing all real and personal property in the City, managing the City's risk and safety programs, and managing the City's pension plans. The goal of the Finance Department is to treat all employees, citizens, and business owners professionally, with fairness and compassion.

## Department Contact Info

703.746.3900

[www.alexandriava.gov/finance](http://www.alexandriava.gov/finance)

## Department Head

Kendel Taylor



# CITY OF ALEXANDRIA, VIRGINIA

## Finance Department



### EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures By Character</b>					
Personnel	\$9,233,047	\$10,368,416	\$9,754,114	(\$614,302)	-5.9%
Non-Personnel	\$3,044,650	\$3,400,686	\$3,420,428	\$19,742	0.6%
Capital Goods Outlay	\$16,359	\$41,485	\$41,485	\$0	0.0%
Interfund Transfer	\$0	\$50,000	\$0	(\$50,000)	-100.0%
<b>Total</b>	<b>\$12,294,055</b>	<b>\$13,860,587</b>	<b>\$13,216,027</b>	<b>(\$644,560)</b>	<b>-4.7%</b>
<b>Expenditures by Fund</b>					
General Fund	\$11,533,422	\$12,970,079	\$12,319,067	(\$651,012)	-5.0%
Other Special Revenue	\$760,633	\$830,608	\$837,060	\$6,452	0.8%
Internal Service Fund	\$0	\$59,900	\$59,900	\$0	0.0%
<b>Total</b>	<b>\$12,294,055</b>	<b>\$13,860,587</b>	<b>\$13,216,027</b>	<b>(\$644,560)</b>	<b>-4.7%</b>
<b>Total Department FTEs</b>	<b>104.25</b>	<b>108.25</b>	<b>107.25</b>	<b>(1.00)</b>	<b>-0.9%</b>

### FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for the Finance Department decreased by \$644,560 or 4.7% from FY 2020 levels. Personnel costs decreased by 5.9% due to the cost of continuing the current level of service into the next fiscal year, the reclassification of one full-time benefitted position, and reductions made as part of the Proposed Budget Version 2.0.
- Non-Personnel costs increased by 0.6% primarily due to current services adjustments and postage costs.
- Interfund transfer decreased by 100.0% due to the removal of the FY 2020 budget for the Pension IT system; there are ongoing maintenance costs associated with the system. The next payments will be in FY 2024 and FY 2025.

# CITY OF ALEXANDRIA, VIRGINIA

## Finance Department



### DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2020 APPROVED ALL FUNDS BUDGET</b>	<b>108.25</b>	<b>\$13,860,587</b>
<b>All Programs</b> Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. This also includes the transfer of a 1.0 FTE Utility Billing Technician to General Services.	(1.00)	(\$36,961)
<b>All Programs</b> All General Fund travel, conferences, mileage and education and training dollars were reduced by 25% in the amended FY 2021 proposed budget version 2.0 due to temporary travel restrictions and the delay or cancellation of many in person training opportunities.	0.00	(\$24,165)
<b>All Programs</b> The FY 2021 budget includes increased vacancy savings factors for each department based on a hiring freeze in the City. Across all departments an additional \$4.3 million of vacancy savings was added from the proposed budget version 2.0.	0.00	(\$434,961)
<b>All Programs</b> For FY 2021 all equipment replacement charges were cancelled in the amended FY 2021 proposed budget version 2.0. In total this generated \$4.0 million of General Fund savings.	0.00	(\$51,205)
<b>Leadership &amp; Management Division</b> Fiscal Officer II—Reclassifies a vacant position from a Deputy Director position to a Fiscal Officer II in order to reflect the nature of the work performed by the position. There is no service impact associated with this reduction.	0.00	(\$97,268)
<b>Revenue Division</b> Business Compliance Pilot Program—The proposed budget added 10 part-time interns that were going to canvas known commercial properties Citywide to identify businesses that failed to obtain a business license. The addition of 1.0 FTE Account Clerk III was associated with the pilot program, and was also deferred, to provide additional customer service support and was projected to raise \$560,000 in new business license tax revenue. <b>In response to the revenue shortfall created by the COVID-19 pandemic, the FY 2021 proposed budget version 2.0 removed this supplemental initiative from the budget.</b>	0.00	\$0
<b>TOTAL FY 2021 APPROVED ALL FUNDS BUDGET</b>	<b>107.25</b>	<b>\$13,216,027</b>

# CITY OF ALEXANDRIA, VIRGINIA

## Finance Department



### PERFORMANCE INDICATORS

#### Strategic Plan indicators supported by this Department

- Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.
- Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69%.

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Percent of Government Finance Officers Association (GFOA) standards met on financial reporting</i>	100.0%	100.0%	94.0%	100.0%	100.0%
<i>Average rate of return on investment of pension assets</i>	7.9%	8.2%	6.8%	7.0%	7.0%
<i>Percent of current real estate and personal property taxes collected</i>	99.2%	99.3%	99.3%	99.3%	99.0%
<i>Police and Fire Pension Fund funded percentage</i>	81.6%	79.2%	80.1%	80.1%	100.0%
<i>General Schedule Supplemental Pension Fund funded percentage</i>	83.1%	84.0%	80.3%	80.3%	100.0%
<i>Dollar value of workers' compensation claims incurred (in millions of dollars)</i>	1.3	1.7	1.3	1.5	0.8
<i>Number of properties assessed (calendar year)</i>	44,877	44,742	45,000	45,000	45,000

# CITY OF ALEXANDRIA, VIRGINIA

## Finance Department



### PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Business Tax	Administers the assessment of the City's business taxes (e.g. business license, meals tax, etc.)	0.89 M	1
Car Tax	Administers the assessment of the City's personal property tax (car tax).	0.94 M	1
Finance Administration	Responsible for financial management, human resources, information technology and other administrative functions.	1.11 M	1
Financial Reporting	Produces City's annual Comprehensive Annual Financial Report (CAFR), manages City's annual audit, and produces monthly, annual, and ad hoc financial reports and analyses.	1.20 M	1
Purchasing	Issues and maintains all City contracts, manages commercial fuel and purchase card programs, and is responsible for purchasing goods, services, construction, and insurance in support of all City departments.	0.55 M	1
Real Property Assessment	Assessment of all real property (residential and commercial) in the City.	1.41 M	1
Tax Billing	Prepares and sends accurate bills for all City taxes.	0.29 M	1
Cash Management and Investment	Day-to-day management of all City cash and investments.	0.26 M	2
Claims Management	Day-to-day administration of claims made against the City.	0.18 M	2
Discovery and Collections	Ensures City taxpayers are in compliance with local tax laws, including the assessment and collection of all liabilities.	1.18 M	2
Electronic Payment Processing	Processing of electronic payments (i.e. online payments)	1.15 M	2
Financial Business Processes	Maintains and manages updates to all electronic financial business processes	0.59 M	2
General Accounting	Maintains records of the financial operations of the City, prepares checks to fulfill City obligations to vendors, and monitors expenditures and revenues to determine compliance.	0.99 M	2
Payroll	Produces the City's bi-weekly payroll.	0.62 M	2
Pension Administration	Manages the pension and deferred compensation (457) plans for City employees, including sworn public safety employees.	0.76 M	2

CITY OF ALEXANDRIA, VIRGINIA  
Finance Department



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Physical Payment Processing	Processing physical payments (e.g. in-person payments, mail, etc.)	0.98 M	2
Risk and Safety	Administration of the City's central risk mitigation and safety improvement efforts; management of City-wide insurance portfolio.	0.20 M	2
Special Billing	Issues, tracks, and collects receivables owed to the City related to citations for violations, bills for service, and other sources.	0.23 M	2
Board of Equalization	Forum to contest real property appraisals.	0.12 M	3
Retirement Administration	Provides and facilitates seminars, workshops, webinars, and counseling to assist employees with retirement and financial planning.	0.13 M	3

# CITY OF ALEXANDRIA, VIRGINIA

## Finance Department



### PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Accounting	\$2,576,861	\$2,890,702	\$2,673,047	(\$217,655)	-7.5%
Leadership & Management	\$1,482,020	\$1,587,725	\$1,527,953	(\$59,772)	-3.8%
Pension Administration	\$775,442	\$927,804	\$976,688	\$48,884	5.3%
Purchasing	\$407,515	\$526,943	\$456,349	(\$70,594)	-13.4%
Real Estate Assessments	\$1,204,340	\$1,595,271	\$1,282,023	(\$313,248)	-19.6%
Revenue	\$3,154,427	\$3,397,592	\$3,405,432	\$7,840	0.2%
Risk Management	\$339,565	\$349,346	\$315,236	(\$34,110)	-9.8%
Treasury	\$2,353,885	\$2,585,204	\$2,579,299	(\$5,905)	-0.2%
<b>Total Expenditures (All Funds)</b>	<b>\$12,294,055</b>	<b>\$13,860,587</b>	<b>\$13,216,027</b>	<b>(\$644,560)</b>	<b>-4.7%</b>

- Accounting decreases \$217,655 due to current services adjustments to include the partial time reallocation of 3.0 FTE employees from the general fund to the pension fund based on administrative time costs as well as reduction in postal costs, and reductions made as part of the Proposed Budget Version 2.0.
- Leadership & Management decreases in FY 2021 are due to current services adjustments, the reallocation of 2.0 FTE to and from other internal Finance divisions, and the transfer of 1.0 FTE to General Services.
- The Pension Division FY 2021 budget is increasing by 5.3% due to current services adjustments, to include the partial time reallocation of 3.0 FTE employees from the general fund to the pension fund.
- Purchasing Division decreases by 13.4% due to current services adjustments and reductions made as part of the Proposed Budget Version 2.0.
- Real Estate Division decreases of 19.6% are due to current services adjustments, the reallocation of 1.0 FTE to the Leadership & Management Division, and reductions made as part of the Proposed Budget Version 2.0.
- Revenue Division increases are due to current services adjustments as well as the reallocation of 2.0 FTE from other internal Finance divisions to support compliance and tax collection efforts.
- The Treasury Division FY 2021 budget decreases by 0.2% due to current services adjustments, the reallocation of 1.0 FTE to the Revenue Division, and an increase in postage costs.

# CITY OF ALEXANDRIA, VIRGINIA

## Finance Department



### PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	Change 2020 - 2021	% Change 2020 - 2021
Accounting	15.75	16.75	16.75	0.00	0.0%
Leadership & Management	12.00	13.00	12.00	(1.00)	-7.7%
Pension Administration	6.00	6.00	6.00	0.00	0.0%
Purchasing	11.00	11.00	11.00	0.00	0.0%
Real Estate Assessments	13.00	13.00	12.00	(1.00)	-7.7%
Revenue	26.00	28.00	30.00	2.00	7.1%
Risk Management	3.00	3.00	3.00	0.00	0.0%
Treasury	17.50	17.50	16.50	(1.00)	-5.7%
<b>Total FTEs</b>	<b>104.25</b>	<b>108.25</b>	<b>107.25</b>	<b>(1.00)</b>	<b>-0.9%</b>

- Leadership & Management decreases due to the reallocation of 2.00 FTE to and from other internal Finance divisions and the transfer of a Utility Billing Technician (1.00 FTE) to General Services.
- Real Estate Assessments decreases due to the reallocation of 1.00 FTE to the Leadership & Management Division.
- Revenue increases by 2.00 FTEs due to reallocations from other internal Finance divisions.
- Treasury decreases due to the reallocation of 1.00 FTE to the Revenue Division.

# CITY OF ALEXANDRIA, VIRGINIA

## Finance Department



### ACCOUNTING

**Program Description:** This program prepares financial reports, pays employees and vendors, and performs reconciliations.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,731,193	\$1,946,762	\$1,730,514	(\$216,248)	-11.1%
Non-Personnel	\$845,669	\$941,155	\$939,748	(\$1,407)	-0.1%
Capital Goods Outlay	\$0	\$2,785	\$2,785	\$0	0.0%
<b>Total Program Expenditures (All Funds)</b>	<b>\$2,576,861</b>	<b>\$2,890,702</b>	<b>\$2,673,047</b>	<b>(\$217,655)</b>	<b>-7.5%</b>
<b>Total Program FTEs</b>	<b>15.75</b>	<b>16.75</b>	<b>16.75</b>	<b>0.00</b>	<b>0.0%</b>

Key Indicators	2019 Actual	2020 Estimate	Target
<i>Percent of Government Finance Officers Association (GFOA) standards met on financial reporting</i>	94.0%	100.0%	100.0%

### LEADERSHIP & MANAGEMENT

**Program Description:** This program manages general departmental administration and provides City-wide financial management.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,380,227	\$1,456,755	\$1,379,928	(\$76,827)	-5.3%
Non-Personnel	\$101,793	\$92,270	\$109,325	\$17,055	18.5%
Capital Goods Outlay	\$0	\$38,700	\$38,700	\$0	0.0%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,482,020</b>	<b>\$1,587,725</b>	<b>\$1,527,953</b>	<b>(\$59,772)</b>	<b>-3.8%</b>
<b>Total Program FTEs</b>	<b>12.00</b>	<b>13.00</b>	<b>12.00</b>	<b>1.00</b>	<b>-7.7%</b>



# CITY OF ALEXANDRIA, VIRGINIA

## Finance Department



### PENSION ADMINISTRATION

**Program Description:** This program is responsible for pension investment, plan administration, and retirement education and planning for City employees.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$741,279	\$701,408	\$796,466	\$95,058	13.6%
Non-Personnel	\$34,162	\$176,396	\$180,222	\$3,826	2.2%
Interfund Transfer	\$0	\$50,000	\$0	(\$50,000)	-100.0%
<b>Total Program Expenditures (All Funds)</b>	<b>\$775,442</b>	<b>\$927,804</b>	<b>\$976,688</b>	<b>\$48,884</b>	<b>5.3%</b>
<b>Total Program FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>0.0%</b>

### PURCHASING

**Program Description:** This program is responsible for centralized City procurement.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$254,925	\$299,742	\$239,868	(\$59,874)	-20.0%
Non-Personnel	\$152,590	\$227,201	\$216,481	(\$10,720)	-4.7%
<b>Total Program Expenditures (All Funds)</b>	<b>\$407,515</b>	<b>\$526,943</b>	<b>\$456,349</b>	<b>(\$70,594)</b>	<b>-13.4%</b>
<b>Total Program FTEs</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.0%</b>

# CITY OF ALEXANDRIA, VIRGINIA

## Finance Department



### REAL ESTATE ASSESSMENTS

**Program Description:** This program assesses the value of each parcel of real estate in the City, the value of which is used to bill for the real estate tax.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$979,219	\$1,376,154	\$1,062,906	(\$313,248)	-22.8%
Non-Personnel	\$219,780	\$219,117	\$219,117	\$0	0.0%
Capital Goods Outlay	\$5,341	\$0	\$0	\$0	N/A
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,204,340</b>	<b>\$1,595,271</b>	<b>\$1,282,023</b>	<b>(\$313,248)</b>	<b>-19.6%</b>
<b>Total Program FTEs</b>	<b>13.00</b>	<b>13.00</b>	<b>12.00</b>	<b>0.00</b>	<b>-7.7%</b>

Key Indicators	2019 Actual	2020 Estimate	Target
<i>Number of administrative reviews</i>	506	500	450
<i>Number of appeals defended at the Board of Equalization</i>	54	60	60
<i>Number of properties assessed</i>	44,742	45,000	45,000
<i>Percent change in valuation made by the Board of Equalization out of all cases heard</i>	-0.2%	-0.2%	-1.0%
<i>Percent of administrative reviews resolved without an appeal</i>	88.0%	85.0%	90.0%
<i>Percent of the City assessments affirmed by the Board of Equalization</i>	70.0%	75.0%	75.0%

### REVENUE

**Program Description:** This program performs the assessment, collection, audit, and analysis of business taxes and personal property taxes (car tax).

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$2,529,910	\$2,728,093	\$2,754,603	\$26,510	1.0%
Non-Personnel	\$622,500	\$669,499	\$650,829	(\$18,670)	-2.8%
Capital Goods Outlay	\$2,017	\$0	\$0	\$0	N/A
<b>Total Program Expenditures (All Funds)</b>	<b>\$3,154,427</b>	<b>\$3,397,592</b>	<b>\$3,405,432</b>	<b>\$7,840</b>	<b>0.2%</b>
<b>Total Program FTEs</b>	<b>26.00</b>	<b>28.00</b>	<b>30.00</b>	<b>2.00</b>	<b>7.1%</b>

Key Indicators	2019 Actual	2020 Estimate	Target
<i>Percent of current real estate and personal property taxes collected</i>	99.3%	99.3%	99.0%
<i>Percent of total outstanding taxes collected</i>	99.6%	99.6%	99.0%

# CITY OF ALEXANDRIA, VIRGINIA

## Finance Department



### RISK MANAGEMENT

**Program Description:** This program administers the City's workers' compensation claims, manages the City's insurance portfolio, and oversees the City's safety program.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$314,200	\$306,730	\$270,470	(\$36,260)	-11.8%
Non-Personnel	\$23,775	\$42,616	\$44,766	\$2,150	5.0%
Capital Goods Outlay	\$1,590	\$0	\$0	\$0	N/A
<b>Total Program Expenditures (All Funds)</b>	<b>\$339,565</b>	<b>\$349,346</b>	<b>\$315,236</b>	<b>(\$34,110)</b>	<b>-9.8%</b>
<b>Total Program FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.0%</b>

Key Indicators	2019 Actual	2020 Estimate	Target
<i>Dollar value of non-workers' compensation claims incurred (in millions of dollars)</i>	\$0.1	\$1.0	\$1.0
<i>Dollar value of workers' compensation claims incurred (in millions of dollars)</i>	\$1.3	\$1.5	\$0.8
<i>Number of claims processed</i>	279	300	330
<i>Number of workers' compensation claims</i>	170	175	175

### TREASURY

**Program Description:** This program bills, receives, invests, and manages all City monies.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,302,094	\$1,552,772	\$1,519,359	(\$33,413)	-2.2%
Non-Personnel	\$1,044,380	\$1,032,432	\$1,059,940	\$27,508	2.7%
Capital Goods Outlay	\$7,411	\$0	\$0	\$0	N/A
<b>Total Program Expenditures (All Funds)</b>	<b>\$2,353,885</b>	<b>\$2,585,204</b>	<b>\$2,579,299</b>	<b>(\$5,905)</b>	<b>-0.2%</b>
<b>Total Program FTEs</b>	<b>17.50</b>	<b>17.50</b>	<b>16.50</b>	<b>0.00</b>	<b>-5.7%</b>

Key Indicators	2019 Actual	2020 Estimate	Target
<i>Amount of interest earned on City funds invested in compliance with City's investment policy (in thousands)</i>	\$7,182	\$7,000	\$2,000
<i>Rate of return on City funds invested</i>	2.3%	2.0%	0.7%

# General Services



Our mission is to provide exceptional management of the City's facilities, surplus real estate and other support services for all of our customers. The Department of General Services staff strives to provide both internal and external customers with quality services by responding to service requests in a timely manner, listening to our customers, and seeking assurance that customers are satisfied with the resolution.

## Department Contact Info

703.746.4770

[www.alexandriava.gov/generalservices](http://www.alexandriava.gov/generalservices)

## Department Head

Jeremy McPike

## General Services



## EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures By Character</b>					
Personnel	\$6,866,471	\$6,843,801	\$5,105,371	(\$1,738,430)	-25.4%
Non-Personnel	\$6,698,334	\$7,596,849	\$5,970,531	(\$1,626,318)	-21.4%
Capital Goods Outlay	\$88,407	\$491,700	\$113,500	(\$378,200)	-76.9%
Transfer to CIP	\$0	\$100,000	\$0	(\$100,000)	-100.0%
<b>Total</b>	<b>\$13,653,212</b>	<b>\$15,032,350</b>	<b>\$11,189,402</b>	<b>(\$3,842,948)</b>	<b>-25.6%</b>
<b>Expenditures by Fund</b>					
General Fund	\$13,541,084	\$14,118,850	\$10,950,902	(\$3,167,948)	-22.4%
Other Special Revenue	\$60,797	\$325,000	\$125,000	(\$200,000)	-61.5%
Internal Service Fund	\$51,331	\$588,500	\$113,500	(\$475,000)	-80.7%
<b>Total</b>	<b>\$13,653,212</b>	<b>\$15,032,350</b>	<b>\$11,189,402</b>	<b>(\$3,842,948)</b>	<b>-25.6%</b>
<b>Total Department FTEs</b>	<b>73.20</b>	<b>73.83</b>	<b>57.83</b>	<b>(16.00)</b>	<b>-21.7%</b>

## FISCAL YEAR HIGHLIGHTS

- Personnel decreases by \$1,738,430 or 25.4% due to the transfer of 18.00 FTEs to Transportation & Environmental Services (T&ES) for Fleet Management. One Green Building Engineer position is being transferred to the Energy Management Program in the CIP. All employee merit increases and career ladder elevations planned for FY 2021 are deferred. The vacancy savings factor is increased based on a hiring freeze in the City. This is offset by the transfer of a Utility Billing Technician position into General Services from the Finance Department and the addition of a new City Physical Security Coordinator position.
- Non-Personnel decreases by \$1,626,318 or 21.4% due to the transfer of Fleet and Garage Management to T&ES. All equipment replacement charges were cancelled in the amended FY 2021 proposed budget version 2.0. This is slightly offset by increased funding for security guard presence at City Hall.
- Capital Goods Outlay decreases by \$378,200 or 76.9% due to the contingent vehicle replacement budget for Fleet Management being transferred to T&ES. The decrease is also due to three General Services' vehicles scheduled to be replaced in FY 2021, while there were nine in FY 2020.
- The transfer to the CIP decreases by \$100,000 or 100% due to the removal of one-time funding for the development of a community electric vehicle charging infrastructure strategy in the CIP.
- The General Fund decreases by \$3,167,948 or 22.4% due mainly to the transfer of Fleet and Garage Management to T&ES.
- Other Special Revenue decreases by \$200,000 or 61.5% due to the removal of one-time funding for preventative maintenance at the Courthouse.
- The Internal Services Fund decreases by \$475,000 or 80.7% due to the contingent vehicle replacement budget for Fleet Management being transferred to T&ES and the removal of one-time funding for the development of a community electric vehicle charging infrastructure strategy. The decrease is also due to only three General Services' vehicles scheduled to be replaced in FY 2021, while there were nine in FY 2020.



## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2020 APPROVED ALL FUNDS BUDGET</b>	<b>73.83</b>	<b>\$15,032,350</b>
<b>All Programs</b>		
Current services adjustment— Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$229,544)
<b>Fleet Management</b>		
Fleet Management Transfer to T&ES— Management of the City's vehicle fleet was transferred to the Transportation & Environmental Services (T&ES) department during FY 2020 to better serve the community and align operations and resources.	-18.00	(\$2,913,872)
<b>External Services</b>		
Garage Management Transfer to T&ES— Management of the City's off-street parking garages was transferred to T&ES during FY 2020 to better serve the community and align operations and resources. Management of the privately owned garage at Tavern Square which is used by City employees will remain under General Services.	0.00	(\$853,364)
<b>Energy Management</b>		
Utility Billing Technician— A Utility Billing Technician position added to the Finance Department in FY 2020 was transferred to General Services during FY 2020. The duties of the position more closely align with the work performed by General Services.	1.00	\$79,862
<b>Facilities Management</b>		
City Physical Security Coordinator— A City Physical Security Coordinator position was added during FY 2020 to develop and oversee the implementation of City security plans/programs, manage contracted security services, and design and implement programs and security assessments to counteract/mitigate potential occurrences of emergencies and disasters resulting from natural and man-made disasters.	1.00	\$130,904
<b>Facilities Management</b>		
Increased Security Guard Presence at City Hall— During FY 2020, three additional security guards were added during daytime hours at City Hall.	0.00	\$276,916
<b>Energy Management</b>		
Transfer Green Building Engineer to CIP— A Green Building Engineer position is being transferred to the Energy Management Program in the CIP to better align with the work being performed by the position.	0.00	(\$99,476)
<b>Facilities Management</b>		
Increased Lead Testing— General Services will begin a continuous four year cycle of lead testing at all 841 drinking water fixtures in City-owned and operated facilities. 211 fixtures will be tested in FY 2021.	0.00	\$43,000



## DEPARTMENT CHANGES TO CITY SERVICES

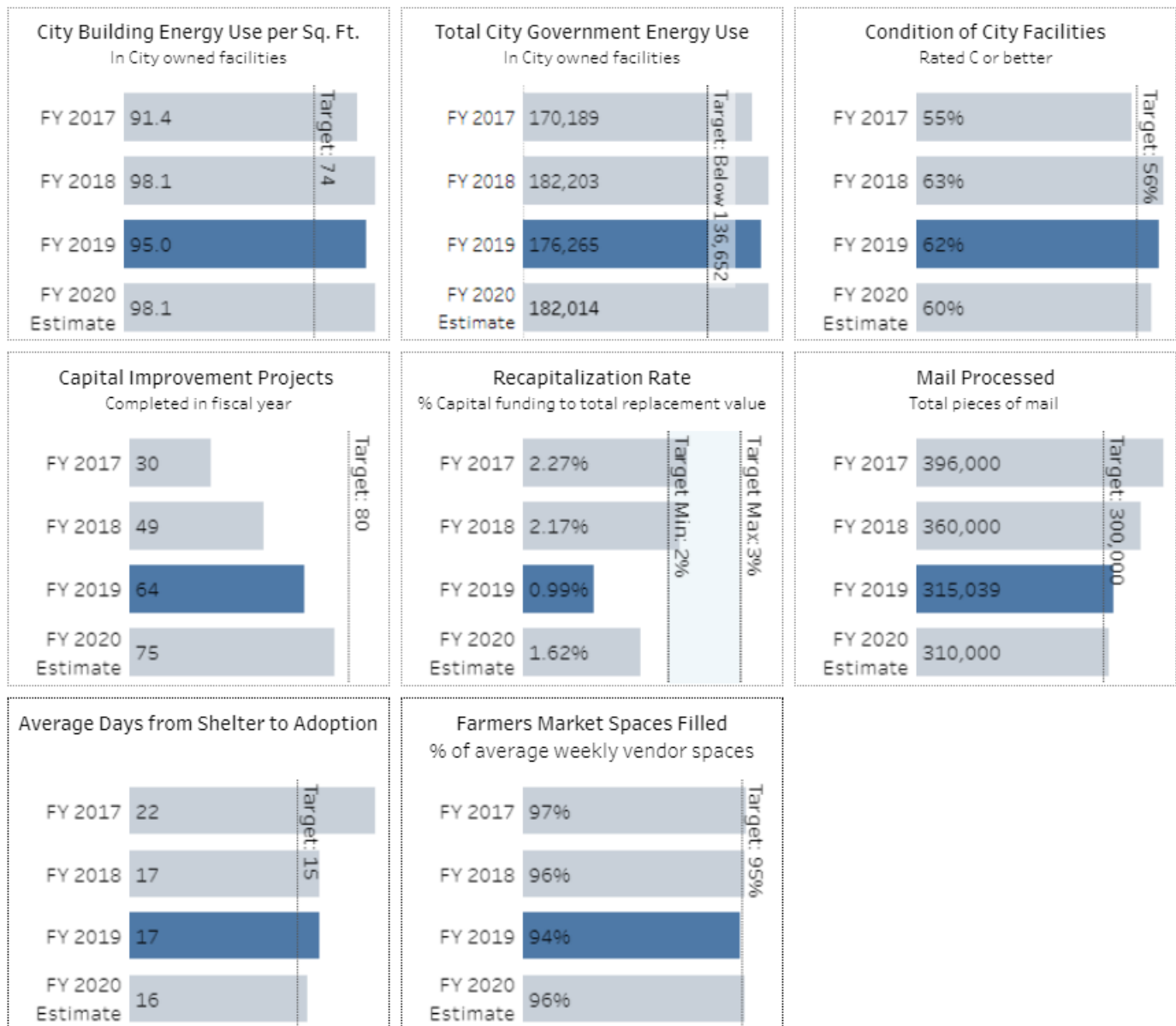
Adjustments	FTE	Amount
<b>Facilities Management</b>		
City Hall Landscaping—Landscaping performed on plants inside City Hall will be eliminated, and the plants will be removed.	0.00	(\$6,500)
<b>External Services</b>		
Increase Parking Rates at the Tavern Square Garage—Parking rates for City employees at the Tavern Square garage will increase by \$10 per month. The City rents and subsidizes the spaces in this privately owned garage for employees, and this will offset the City's subsidy by \$6,000 annually.	0.00	(\$6,000)
<b>Facilities Management</b>		
Union Station Lease Renegotiation—General Services has renegotiated a lease for the use of Union Station, and the new lease requires the lessee to reimburse the City for certain operating and management expenses.	0.00	(\$22,936)
<b>Energy Management</b>		
Energy and Climate Change Action Plan Update—The proposed budget included funding to establish a multidisciplinary task force to guide an update of the Energy and Climate Change Action Plan. In response to the revenue shortfall created by the COVID-19 pandemic, the FY 2021 proposed budget version 2.0 moved this supplemental initiative to the CIP. The Energy and Climate Change Task Force will base its recommendations for improvements in energy efficiency for both new and existing private and public buildings on the Green Building Policy. The funding provided is for consulting services to support the development of the plan.	0.00	\$0
<b>All Programs</b>		
The FY 2021 budget includes increased vacancy savings factors for each department based on a hiring freeze in the City. Across all departments an additional \$4.3 million of vacancy savings was added from the proposed budget version 2.0.	0.00	(\$140,000)
<b>All Programs</b>		
All General Fund travel, conferences, mileage and education and training dollars were reduced by 25% in the amended FY 2021 proposed budget version 2.0 due to temporary travel restrictions and the delay or cancellation of many in person training opportunities.	0.00	(\$8,338)
<b>All Programs</b>		
For FY 2021 all equipment replacement charges were cancelled in the amended FY 2021 proposed	0.00	(\$93,600)
<b>TOTAL FY 2021 APPROVED ALL FUNDS BUDGET</b>	<b>57.83</b>	<b>\$11,189,402</b>



## PERFORMANCE INDICATORS

## Strategic Plan indicators supported by this Department

- Increase the percentage of City-owned building square footage that is rated Grade C/Average or better according to the Facility Condition Index (FCI) rating from 2016's 56%.



The dark blue bars indicate the most recent actual data points.





## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Farmer's Market	The Farmer's Market provides increased access to healthy foods and other goods in Old Town.	0.09 M	1
Project Planning & Construction Management	Develops and manages capital and construction projects for the City facilities.	0.74 M	1
Animal Shelter, Adoption, and Control	Provide animal shelter management, licensing and public service programs.	1.23 M	2
Budget Management	Staff prepare, implement and monitor the department operational and capital budgets,	0.26 M	2
Community Energy Programs	This service facilitates programs and education to encourage Alexandria community residents and businesses to utilize best practices to reduce energy use, and greenhouse gas emissions.	0.15 M	2
Emergency Response	Provides emergency planning and response during weather and non weather related events that impact City facilities.	0.15 M	2
Energy Management	Energy Management reduces City government costs and greenhouse gas emissions by minimizing energy use in City government facilities, operations, and vehicular fleet.	0.70 M	2
Facility Asset Management	This service provides customer service and support to City departments in regards to the maintenance, health, and safety of City facilities.	4.94 M	2
General Administration	Provides staff management, customer service, logistical support, and inter-departmental and intra-departmental coordination.	0.43 M	2
Procurement	The service provides procurement support for all goods, services and work that is vital to the department.	0.25 M	2
Utility Management	Utility Management includes the acquisition of utility & fuel resources; utility budgeting, bill processing & payment; and utility cost-saving analysis on behalf of City government agencies.	0.34 M	2
Utility Regulatory & Policy Affairs	This service provides support to City Council and the City Manager on local, state, and federal energy and sustainability policy issues.	0.08 M	2
Financial Management	Administrative staff provide various financial management functions.	0.35 M	3
Human Resources Management	Provide human resources services and support for departmental employees and serve as department liaison to the City central HR Department.	0.15 M	3
Print Services	This service provides high speed copying, binding, and makes self-service copying available to all City staff.	0.10 M	3
Real Estate Management	This service includes lease administration, revenue collection, and disposition of real estate.	0.40 M	3
Mail Services	Print Services delivers internal and external mail on the behalf of all City staff.	0.16 M	4
Support Services	This service offer support and customer service to City departments for requests such as document disposal, surplus management, furniture relocation, and event and meeting set ups.	0.29 M	4

## General Services



## PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Leadership and Management	\$1,745,845	\$2,203,878	\$1,645,263	(\$558,615)	-25.3%
Energy Management	\$1,274,698	\$1,513,096	\$1,419,611	(\$93,485)	-6.2%
External Services	\$2,178,503	\$2,169,202	\$1,357,555	(\$811,647)	-37.4%
Facilities Management	\$5,613,831	\$6,069,406	\$6,447,249	\$377,843	6.2%
Fleet Management	\$2,545,656	\$2,753,872	\$0	(\$2,753,872)	-100.0%
Printing & Mail Services	\$294,679	\$322,896	\$319,724	(\$3,172)	-1.0%
<b>Total Expenditures (All Funds)</b>	<b>\$13,653,212</b>	<b>\$15,032,350</b>	<b>\$11,189,402</b>	<b>(\$3,842,948)</b>	<b>-25.6%</b>

- All programs reflect the deferral of employee merit increases and career ladder elevations planned for FY 2021; the vacancy savings factor increasing based on a hiring freeze in the City; all General Fund travel, conferences, mileage and education and training dollars being reduced by 25%; and all equipment replacement charges being cancelled in the amended FY 2021 proposed budget version 2.0.
- Leadership and Management decreases by \$558,615 or 25.3% due to the contingent vehicle replacement budget being transferred to T&ES and the removal of one-time funding for the development of a community electric vehicle charging infrastructure strategy. The decrease is also due to only three General Services' vehicles scheduled to be replaced in FY 2021, while there were nine in FY 2020.
- Energy Management decreases by \$93,485 or 6.2% due to a Green Building Engineer position being transferred to the Energy Management program in the CIP. This is offset by the transfer of a Utility Billing Technician position into General Services from the Finance Department.
- External Services decreases by \$811,647 or 37.4% due to the transfer of Parking Garage Management to T&ES.
- Facilities Management increases by \$377,843 or 6.2% due to the addition of a new City Physical Security Coordinator position, increased security guard presence at City Hall, and increased lead testing at drinking water fixtures in City-owned and operated facilities.
- Fleet Management decreases by \$2,753,872 or 100% due to the transfer of Fleet Management to T&ES.

## General Services



## PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	Change 2020 - 2021	% Change 2020 - 2021
Leadership and Management	11.00	11.00	11.00	0.00	0.0%
Energy Management	5.00	5.00	6.00	1.00	20.0%
External Services	0.40	0.40	0.40	0.00	0.0%
Facilities Management	34.80	34.80	35.80	1.00	2.9%
Fleet Management	18.00	18.00	-	(18.00)	-100.0%
Printing & Mail Services	4.00	4.63	4.63	0.00	0.0%
<b>Total FTEs</b>	<b>73.20</b>	<b>73.83</b>	<b>57.83</b>	<b>(16.00)</b>	<b>-21.7%</b>

- Energy Management increases by 1.00 FTE due to the transfer of a Utility Billing Technician position into General Services from the Finance Department.
- Facilities Management increases by 1.00 FTE due to the addition of a new City Facilities Security Coordinator position.
- Fleet Management decreases by 18.00 FTEs due to the transfer of Fleet Management to T&ES, including all associated FTEs.

## General Services



## LEADERSHIP &amp; MANAGEMENT

**Program Description:** This program provides department managed business processes, administers animal shelter management and animal control, Old Town Farmer's Market, employee parking management (leased spaces), and real estate management.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,428,735	\$1,273,539	\$1,190,783	(\$82,756)	-6.5%
Non-Personnel	\$266,214	\$341,839	\$340,980	(\$859)	-0.3%
Capital Goods Outlay	\$50,896	\$488,500	\$113,500	(\$375,000)	-76.8%
Transfer to CIP	\$0	\$100,000	\$0	(\$100,000)	100.0%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,745,845</b>	<b>\$2,203,878</b>	<b>\$1,645,263</b>	<b>(\$558,615)</b>	<b>-25.3%</b>
<b>Total Program FTEs</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.0%</b>

## ENERGY MANAGEMENT

**Program Description:** This program provides energy management to support city operations; community energy efficiency and renewable energy program management; engineering design and operations support; capital project implementation; energy assurance and reliability management; public utility regulatory, policy affairs, and consumer advocacy subject matter expertise support; and utility resource procurement and management.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$327,775	\$490,118	\$463,782	(\$26,336)	-5.4%
Non-Personnel	\$946,923	\$1,022,978	\$955,829	(\$67,149)	-6.6%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,274,698</b>	<b>\$1,513,096</b>	<b>\$1,419,611</b>	<b>(\$93,485)</b>	<b>-6.2%</b>
<b>Total Program FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>1.00</b>	<b>20.0%</b>

## General Services



## EXTERNAL SERVICES

**Program Description:** This program provides management of the Old Town Farmers' Market and administers animal shelter management and the animal control contract.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$62,082	\$53,612	\$54,768	\$1,156	2.2%
Non-Personnel	\$2,116,421	\$2,115,590	\$1,302,787	(\$812,803)	-38.4%
<b>Total Program Expenditures (All Funds)</b>	<b>\$2,178,503</b>	<b>\$2,169,202</b>	<b>\$1,357,555</b>	<b>(\$811,647)</b>	<b>-37.4%</b>
<b>Total Program FTEs</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.00</b>	<b>0.0%</b>

## FACILITIES MANAGEMENT

**Program Description:** This program provides building portfolio management and capital improvements planning/designing/construction management.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$3,109,400	\$2,897,826	\$3,071,116	\$173,290	6.0%
Non-Personnel	\$2,487,532	\$3,171,580	\$3,376,133	\$204,553	6.4%
Capital Goods Outlay	\$16,899	\$0	\$0	\$0	0.0%
<b>Total Program Expenditures (All Funds)</b>	<b>\$5,613,831</b>	<b>\$6,069,406</b>	<b>\$6,447,249</b>	<b>\$377,843</b>	<b>6.2%</b>
<b>Total Program FTEs</b>	<b>34.80</b>	<b>34.80</b>	<b>35.80</b>	<b>1.00</b>	<b>2.9%</b>

## General Services



## FLEET MANAGEMENT

**Program Description:** This program provides fleet management, fleet maintenance and repair, fleet acquisition and disposition, fuel management, and motor pool management.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,621,578	\$1,800,808	\$0	(\$1,800,808)	-100.0%
Non-Personnel	\$903,466	\$949,864	\$0	(\$949,864)	-100.0%
Capital Goods Outlay	\$20,612	\$3,200	\$0	(\$3,200)	-100.0%
<b>Total Program Expenditures (All Funds)</b>	<b>\$2,545,656</b>	<b>\$2,753,872</b>	<b>\$0</b>	<b>(\$2,753,872)</b>	<b>-100.0%</b>
<b>Total Program FTEs</b>	<b>18.00</b>	<b>18.00</b>	<b>0.00</b>	<b>-18.00</b>	<b>-100.0%</b>

## PRINTING &amp; MAIL SERVICES

**Program Description:** This program provides print services and mail delivery services.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$316,901	\$327,898	\$324,922	(\$2,976)	-0.9%
Non-Personnel	(\$22,222)	(\$5,002)	(\$5,198)	(\$196)	3.9%
<b>Total Program Expenditures (All Funds)</b>	<b>\$294,679</b>	<b>\$322,896</b>	<b>\$319,724</b>	<b>(\$3,172)</b>	<b>-1.0%</b>
<b>Total Program FTEs</b>	<b>4.00</b>	<b>4.63</b>	<b>4.63</b>	<b>0.00</b>	<b>0.0%</b>

# Human Resources



The mission of the Human Resources Department is to be a fair, objective, and strategic partner with the stakeholders of the City of Alexandria, striving for excellence in the work that we do. Human Resources supports the City in all efforts to recruit, retain, develop, and motivate its greatest asset – employees.

## Department Contact Info

703.746.3777

<https://alexandriava.gov/HR>

## Department Head

Shawnda H. Howard



## EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures By Character</b>					
Personnel	\$2,828,274	\$3,302,191	\$3,012,612	(\$289,579)	-8.8%
Non-Personnel	\$1,209,238	\$1,231,860	\$999,668	(\$232,192)	-18.8%
<b>Total</b>	<b>\$4,037,511</b>	<b>\$4,534,051</b>	<b>\$4,012,280</b>	<b>(\$521,771)</b>	<b>-11.5%</b>
<b>Expenditures by Fund</b>					
General Fund	\$4,037,511	\$4,534,051	\$4,012,280	(\$521,771)	-11.5%
<b>Total</b>	<b>\$4,037,511</b>	<b>\$4,534,051</b>	<b>\$4,012,280</b>	<b>(\$521,771)</b>	<b>-11.5%</b>
<b>Total Department FTEs</b>	<b>26.00</b>	<b>26.00</b>	<b>25.00</b>	<b>-1.00</b>	<b>-3.8%</b>

## FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for Human Resources decreases by \$521,771 or 11.5% from FY 2020.
- Personnel costs decrease by \$289,579 or 8.8% primarily due to the transfer of a full-time Organizational Development Specialist position to the City of Alexandria's newly created Office of Organizational Excellence (OOE) as well as due to employee turnover. The decrease also includes an increased vacancy savings factor as a result of the City-wide hiring freeze. This decrease is partially offset by position reclassifications.
- Non-personnel decreases by \$232,192 or 18.8% due to the transfer of the employee engagement survey funds (\$42,500) to OOE as well as due to efficiency reductions in external benefits consulting services, professional health services, and photocopying, printing, postal and messenger services. Included in this decrease is a 25% reduction in travel, conferences, mileage and education and training dollars as a result of the temporary travel restrictions and the delay or cancellation of in-person training opportunities. Offsetting this decrease are negotiated contract increases for the ERP, Application Tracking System, and employee benefit selection solution; cost distributions for VOIP, 911, CRM 311; and employee training-related food supplies.





## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2020 APPROVED ALL FUNDS BUDGET</b>	<b>26.00</b>	<b>\$4,534,051</b>
<b>All Programs</b> Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$47,768)
<b>All Programs</b> The FY 2021 budget includes increased vacancy savings factors for each department based on a hiring freeze in the City. Across all departments an additional \$4.3 million of vacancy savings was added from the proposed budget version 2.0.	0.00	(\$112,812)
<b>All Programs</b> All General Fund travel, conferences, mileage and education and training dollars were reduced by 25% in the amended FY 2021 proposed budget version 2.0 due to temporary travel restrictions and the delay or cancellation of many in-person training opportunities.	0.00	(\$95,411)
<b>Employee Relations &amp; Talent Acquisitions and Learning and Organization Development (LOD)</b> Organizational Development Specialist — Effective December 2019, the City Manager created the new Office of Organizational Excellence (OOE) by bringing together existing City resources and personnel from different parts of the organization. Using a High Performance Organization (HPO) model as the structural framework, the Office will facilitate a set of processes aimed at organizational improvement of the City and achieving the positive outcomes for the Community. A full-time Organizational Development position from the Human Resources Department was transferred to OOE as an initial staffing resource.	(1.00)	(\$109,929)
<b>Strategy &amp; Operations</b> As part of the effort to combine existing resources to create Office of Organizational Excellence, the funds budgeted for the annual employee engagement survey were transferred to OOE.	0.00	(\$42,500)
<b>Employee Benefits, Compensation and HR Information Systems (HRIS)</b> As an efficiency reduction, the budget for external benefits consulting services, which include developing health care cost management strategies and market-competitive plans through benefits brokering, actuarial work, and plan design, decreased. Some of these needs have been effectively addressed internally by the HR Employee Benefits team.	0.00	(\$50,000)
<b>Employee Benefits, Compensation and HR Information Systems (HRIS)</b> The budget for professional health services for pre-employment drug screening, fitness-for-duty and functional capacity examinations, and post-offer medical testing was reduced. This reduction is an efficiency saving based on the actual budget utilization over past fiscal years.	0.00	(\$45,000)
<b>Employee Benefits, Compensation and HR Information Systems (HRIS)</b> This is an efficiency reduction for photocopying, printing, postal and messenger services in the Employee Benefits Program. With employee outreach such as pamphlets, notices, benefits guides being made available online and through other electronic media, the spending for printing, photocopying, and postal services has declined.	0.00	(18,351)
<b>TOTAL FY 2021 APPROVED ALL FUNDS BUDGET</b>	<b>25.00</b>	<b>\$4,012,280</b>



## PERFORMANCE INDICATORS

## Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Number of eLearning courses completed by employees</i>	466	1,802	825	1,000	N/A
<i>Number of non-supervisory employees who attended training programs (in-person)</i>	593	521	667	750	N/A
<i>Number of supervisory employees who attended training programs (in-person)</i>	160	197	480	600	N/A
<i>Number of training and development classes delivered</i>	108	58	73	75	88
<i>Number of trainings (in-person and e-learning) attended by employees</i>	1,219	2,520	1,972	2,500	N/A



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Benefits	Provides leadership and guidance on City government employee benefit policies and administers benefit programs to attract, motivate, engage, and retain talent.	1.35 M	2
Compensation and Human Resources Information Systems (HRIS)	Designs and administers compensation programs to attract, motivate and retain talent; and manages human resource transactions and data.	0.77 M	2
Employee Relations	Provides guidance, counsel and information to City government agencies on employment laws, regulations and policies to enhance the employee experience.	0.32 M	2
Learning and Organization Development	Provides internal consulting services and programs to enhance and improve City government departmental and individual performance.	0.82 M	2
Strategy and Operations	Develops the human resources strategic direction of the City government, and drives performance and operational excellence.	0.85 M	2
Talent Acquisition	Attracts and recruits the best talent from diverse pools to achieve City government strategic goals.	0.43 M	2
Legal Counsel	Consults with outside general counsel for employment law matters and investigations.	0.00 M	3



## PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Strategy and Operations	\$1,060,377	\$1,018,226	\$786,850	(\$231,376)	-22.7%
Employee Relations, Talent Acquisition, Learning and Organizational Development	\$1,367,274	\$1,375,923	\$1,262,773	(\$113,150)	-8.2%
Employee Benefits, Compensation and HR Information Systems (HRIS)	\$1,609,861	\$2,139,902	\$1,962,657	(\$177,245)	-8.3%
<b>Total Expenditures (All Funds)</b>	<b>\$4,037,511</b>	<b>\$4,534,051</b>	<b>\$4,012,280</b>	<b>(\$521,771)</b>	<b>-11.5%</b>

- Strategy and Operations decreases by \$231,376 or 22.7% as a result of transferring the employee engagement survey funds to the Office of Organizational Excellence. Additionally, an Assistant HR Director position was transferred to the Employee Relations & Talent Acquisitions and Learning and Organization Development (LOD) program area. This decrease also includes the increased vacancy savings factor as well as the reduction in travel, conferences, mileage, and education and training funds. Partially offsetting this decrease is a contract increase for the HR hiring software.
- Employee Relations & Talent Acquisitions and Learning and Organization Development (LOD) decreases by \$113,150 or 8.2% due to the transfer of an organizational development position to the newly created Office of Organizational Development. This decrease in budgeted expenditures also includes the increased vacancy savings factor as well as the reduction in travel, conferences, mileage, and education and training funds. The decrease is partially offset by the transfer of an Assistant HR Director position from Strategy and Operations as well as a position reclassification, contract increases for HR module of the City's ERP system and the application tracking system, and an increase in employee training-related food supplies budget.
- Employee Benefits, Compensation and HR Information Systems (HRIS) decreases by \$177,245 or 8.3% due partly to turnover savings as well as efficiency reductions in external benefits consulting services, professional health services, and photocopying, printing, and postal services budgets. Included in this decrease is the reduction in travel, conferences, mileage, and education and training budgets. Partially offsetting these reductions are position reclassifications/regrades.



## PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	Change 2020 - 2021	% Change 2020 - 2021
Strategy and Operations	6.00	5.00	4.00	(1.00)	-20.0%
Employee Relations, Talent Acquisition, Learning and Organizational Development	7.50	8.00	8.00	0.00	0.0%
Employee Benefits, Compensation and HR Information Systems (HRIS)	12.50	13.00	13.00	0.00	0.0%
<b>Total FTEs</b>	<b>26.00</b>	<b>26.00</b>	<b>25.00</b>	<b>-1.00</b>	<b>-3.8%</b>

- Full-time equivalents decreased by 1.00 FTE as one position was moved from Strategy and Operations into the Employee Relations, Talent Acquisition and Learning and Organization Development (LOD) program and one position was transferred from the Employee Relations, Talent Acquisition and Learning and Organization Development (LOD) program to the Office of Organizational Excellence.

## Human Resources



## STRATEGY &amp; OPERATIONS

**Program Description:** This program provides leadership and enterprise resource planning.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$681,953	\$729,992	\$531,696	(\$198,296)	-27.2%
Non-Personnel	\$378,424	\$288,234	\$255,154	(\$33,080)	-11.5%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,060,377</b>	<b>\$1,018,226</b>	<b>\$786,850</b>	<b>(\$231,376)</b>	<b>-22.7%</b>
<b>Total Program FTEs</b>	<b>6.00</b>	<b>5.00</b>	<b>4.00</b>	<b>-1.00</b>	<b>-20.0%</b>

EMPLOYEE RELATIONS, TALENT ACQUISITION,  
LEARNING AND ORGANIZATIONAL DEVELOPMENT

**Program Description:** This program provides employee relations, professional development, recruitment, and training.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$833,487	\$957,435	\$931,456	(\$25,979)	-2.7%
Non-Personnel	\$533,787	\$418,488	\$331,317	(\$87,171)	-20.8%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,367,274</b>	<b>\$1,375,923</b>	<b>\$1,262,773</b>	<b>(\$113,150)</b>	<b>-8.2%</b>
<b>Total Program FTEs</b>	<b>7.50</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>	<b>0.0%</b>



## EMPLOYEE BENEFITS, COMPENSATION &amp; HRIS

**Program Description:** This programs supports the City's pay and benefits programs.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,312,834	\$1,614,764	\$1,549,460	(\$65,304)	-4.0%
Non-Personnel	\$297,027	\$525,138	\$413,197	(\$111,941)	-21.3%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,609,861</b>	<b>\$2,139,902</b>	<b>\$1,962,657</b>	<b>(\$177,245)</b>	<b>-8.3%</b>
<b>Total Program FTEs</b>	<b>12.50</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>	<b>0.0%</b>

# Information Technology Services



The City's Information Technology Services (ITS) department is responsible for the centralized operation of the City's information technology services, support, and IT infrastructure. The ITS department is organized to provide a flexible, efficient and effective structure to manage information technology operations and investments to support the City's strategic goals, business processes and enterprise-wide information needs.

## Department Contact Info

703.746.3001

<http://alexandriava.gov/technology/>

## Department Head

Vanetta Pledger



## Information Technology Services



## EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures By Character</b>					
Personnel	\$7,163,704	\$8,172,162	\$8,481,463	\$309,301	3.8%
Non-Personnel	\$4,429,469	\$4,060,950	\$4,678,343	\$617,393	15.2%
<b>Total</b>	<b>\$11,593,172</b>	<b>\$12,233,112</b>	<b>\$13,159,806</b>	<b>\$926,694</b>	<b>7.6%</b>
<b>Expenditures by Fund</b>					
General Fund	\$11,211,635	\$11,741,701	\$12,664,588	\$922,887	7.9%
Other Special Revenue	\$381,538	\$491,411	\$495,218	\$3,807	0.8%
<b>Total</b>	<b>\$11,593,172</b>	<b>\$12,233,112</b>	<b>\$13,159,806</b>	<b>\$926,694</b>	<b>7.6%</b>
<b>Total Department FTEs</b>	<b>63.00</b>	<b>72.00</b>	<b>74.00</b>	<b>2.00</b>	<b>2.8%</b>

## FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for Information Technology Services (ITS) increases by \$926,694 or 7.6% from FY 2020 levels.
- Personnel increases by \$309,301 or 3.8% due to the addition of two new positions for FY 2020, and the FY 2021 cost of 7.0 conversions of contract temporary positions to permanent, benefited City employee positions in FY 2020, offset by turnover savings and a decrease in retirement contribution rates.
- A Computer Programmer Analyst IV position (1.0 FTE) has been added to implement initiatives and solutions that will support the City's security and risk management program and its ability to respond to emerging threats.
- Non-personnel increases by \$617,393 or 15.2% due to increases in software licenses and maintenance renewal costs, an increase in telecommunications costs, an increase for Customer Relationship Management (CRM) software for the Alex311 initiative, and the addition of cloud-based hosting for the City's new Drupal website.
- Special Revenue increases by \$3,807 or 0.8% due to current services adjustments.

## Information Technology Services



## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2020 APPROVED ALL FUNDS BUDGET</b>	<b>72.00</b>	<b>\$12,233,112</b>
<b>All Programs</b> Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. 1.0 FTE was added from the Department of Emergency Communications based on scope of work with no fiscal impact as the position was already tied to an ITS CIP account. Other non-personnel expenditures increased by 51.1% or \$777,805 over FY 2020 approved budget of \$1,523,527 due to FY 2021 cost increases for Citywide software programs such as the annual Microsoft Enterprise License fee, DUO Security, Aruba ClearPass, and Microsoft Premier.	1.00	\$993,460
<b>All Programs</b> All General Fund travel, conferences, mileage and education and training dollars were reduced by 25% in the amended FY 2021 proposed budget version 2.0 due to temporary travel restrictions and the delay or cancellation of many in person training opportunities.	0.00	(\$27,225)
<b>All Programs</b> The FY 2021 budget includes increased vacancy savings factors for each department based on a hiring freeze in the City. Across all departments an additional \$4.3 million of vacancy savings was added from the proposed budget version 2.0.	0.00	(\$200,000)
<b>All Programs</b> For FY 2021 all equipment replacement charges were cancelled in the amended FY 2021 proposed budget version 2.0. In total this generated \$4.0 million of General Fund savings.	0.00	(\$2,500)
<b>Applications</b> City Website Performance & Security—Funding has been added to support cloud-based hosting for the City's new website content management system. Hosting the City's website in the cloud will offer additional technical expertise to support Linux, 24/7 monitoring of the website, and disaster recovery services. This content management system will improve performance, reliability, as well as reduce the risk of disrupted website services.	0.00	\$25,000
<b>Security</b> Computer Programmer Analyst IV—Adds 1.00 FTE to provide the technical support that will support the City's cyber security and risk management program and its ability to adequately respond to emerging threats. The addition of a Security Engineer will help ITS improve the services the City provides to its residents by supporting a secure and reliable platform to conduct City business.	1.00	\$137,959
<b>TOTAL FY 2021 APPROVED ALL FUNDS BUDGET</b>	<b>74.00</b>	<b>\$13,159,806</b>



## PERFORMANCE INDICATORS

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Number of hours that the City telephone network is down</i>	8	20	12	20	5
<i>Percent of customers reporting satisfaction with email and other online communication tools</i>	95.0%	90.0%	95.0%	90.0%	95.0%
<i>Percent of surveyed City employees who say they have sufficient project management resources to properly implement a technical IT project</i>	84.0%	84.0%	76.0%	84.0%	92.0%
<i>Percent of time City IT assets and data are reliable and secure</i>	99.5%	99.0%	99.5%	99.5%	99.0%
<i>Percent of time the City's network or servers are unavailable (nearest whole number)</i>	1.0%	1.0%	2.0%	1.0%	1.0%

## Information Technology Services



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
CAD System Infrastructure Support	Assist DEC in supporting the Computer Aided Dispatch (CAD) system environment.	0.19 M	1
City Website Management	Management of City public website technology Management of City intranet website technology.	0.28 M	1
Data Center Operations	Monitor and maintain two City data centers.	0.19 M	1
Data Storage Implementation, Operation, and Administration	Install, operate and maintain the data storage system that houses the City's data.	0.02 M	1
Enterprise Infrastructure	Software licenses utilized by the majority of City staff-Microsoft Enterprise Agreement - Office 365, Server software, Database software. Maintenance agreements on IT devices utilized by the majority of City staff, maintenance for storage arrays, switches, internet circuits, desktop maintenance.	0.10 M	1
Firewall Implementation, Operation, and Administration	Maintain the operation of incoming and outgoing network communications across the city.	0.07 M	1
Internet Access Administration	Maintain and manage the Internet routers so that staff and guests have access to the Internet	0.05 M	1
Research and Development Services	Evaluate industry trends that could be used to increase or improve current operations.	0.16 M	1
Server Implementation, Operation, and Administration	Install and maintain Windows Operating System environment on over 430 Servers across the enterprise	0.10 M	1

## Information Technology Services



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Switching and Routing Implementation, Operation, and Administration	Install and maintain networking equipment to support connectivity between City locations.	0.38 M	1
Telecommunications Services	Install, maintain, backup, configure, and operate the City's enterprise telecommunications program.	0.56 M	1
Application Integration	Integration GIS data and capabilities with 7 major enterprise applications.	0.33 M	2
Business Continuity and Data Retention	Maintain City's data backup services.	0.12 M	2
Cloud Architect Services	Provision and configuration for technology services in the Cloud.	0.02 M	2
Communications	Support for a wide-range of departmental communications	0.02 M	2
Demographic Data Development	Development and distribution of demographic data.	0.03 M	2
Department-specific Application Support	Provisioning and management for department-specific applications.	0.09 M	2
Document Management System Technical Support Services	This service performs ongoing system administration and provides general support for two commercial-off-the-shelf (COTS) document management software packages which control the storage and retrieval of electronic documents and hardcopy archived records.	0.08 M	2
End-Users Support Services	Provides technical support services for hardware, Microsoft productivity software, and line-of-business applications.	0.37 M	2
Enterprise Desktop Management	Provides solutions for the management and deployment of City computing devices.	0.19 M	2

## Information Technology Services



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Financial Support and Management	Management of department finances, budgeting, procurement, and capital program allocations.	0.10 M	2
GIS Data & Program Management	Development and management of 15 GIS web-based viewers. Management of 20 GIS databases and 150 GIS data services. Management of spatial data collection tools and services Management of 300+ Geographic Information System (GIS) feature data layers and associated processes Desktop GIS application and licensing support for 100+ users. Pictometry aerial imagery capture for parcel review. Portal for the public to search and download 44 layers of GIS data.	1.21 M	2
Information Security	Manage Antivirus and Malware Manage Intrusion Detections Resources Manage and Perform Vulnerability and Penetration Testing Respond to Active Security Incidents Technical Consulting to City Departments Training Cyber Security Awareness Training Technology System Architecture Review Review of Emerging Threats Perform and Review Systems Patching Enterprise Policies and Procedures Management Software Maintenance Utilized by the Enterprise Maintenance on IT Devices Utilized by the Enterprise	0.77 M	2
IT Project Management Services	This service assists departments with technology projects, focusing on planning and organizing a project and its resources by executing project management practices throughout the project (or product) life cycle on behalf of the department.	0.42 M	2
IT Strategy and Governance	IT governance and strategy, organizational design, financial management, innovation, service management, partner with external and internal stakeholders.	0.43 M	2
Leadership and Staff Management	People Management: Attract, select, engage, lead, manage, coach, train, and develop staff.	0.27 M	2

## Information Technology Services



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Microsoft Office 365 Administration	Programming services to support email communications.	0.13 M	2
Mobile Workforce Services	Provides strategy, design, implementation, and review of the City's security, infrastructure, applications, and endpoints to support the City's next generation mobile technology.	0.07 M	2
NCRNet Connectivity	Provide capability to connect to the NCRNet for regional government use.	0.05 M	2
Remote Access Implementation, Operation, and Administration	Maintain and administer the remote access environment.	0.09 M	2
Asset Maintenance Mgmt. System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) asset maintenance management software package.	0.14 M	3
Billing and Accounts Receivable System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) billing and accounts receivable software package.	0.02 M	3
Budget System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf budgeting package and ancillary custom developed applications utilized for budget submission and tracking.	0.07 M	3
Business Intelligence Platform Support	Support for development of the Citywide business intelligence platform.	0.07 M	3
Business Tax and License System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) business tax and license software package.	0.02 M	3

## Information Technology Services



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
CRM / Call Center System Technical Support Services	This service performs ongoing system administration, software development, and provides general support for the custom-developed citizen resource management (CRM) software application and our web based citizen engagement / civic issue tracking software, Call.Click.Connect.	0.17 M	3
Database Hosting Services	This service maintains databases hosted on City servers for City agencies that acquire commercial-off-the-shelf (COTS) packages that are maintained exclusively by the vendor as part of the acquisition. In these cases, ITS performs a small subset of the normal database maintenance.	0.05 M	3
Digital Business Process Services	Assist with the development, realignment, and structure of end-to-end digital business processes.	0.01 M	3
Facilities Management	Management of department finances, budgeting, procurement, and capital program allocations.	0.03 M	3
Financial Processing	Assist with running daily and nightly production jobs for the support of Financial System applications, primarily Personal Property.	0.10 M	3
General Ledger, Accounts Payable, and Fixed Asset System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf ERP package utilized for financial accounting functionality.	0.10 M	3
HR Support and Timekeeping Management	Support for all HR functions including timekeeping, leave administration, staff development assistance and support for the recruitment process within the department	0.02 M	3
Human Resources System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) Enterprise Resource Planning (ERP) package utilized for human resources management functionality.	0.07 M	3



## Information Technology Services



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Payroll System Technical Support Services	This service performs ongoing system administration and provides general support for two commercial-off-the-shelf (COTS) packages utilized for payroll and time and attendance functionality.	0.06 M	3
Permitting System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) permitting software package.	0.24 M	3
Personal Property Tax System Technical Support Services	This service performs ongoing system administration, software development, and provides general support for the custom developed vehicle personal property tax software application.	0.01 M	3
Purchasing System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf Purchasing package utilized for procurement.	0.04 M	3
Real Estate Assessment System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) real estate mass assessment software package.	0.19 M	3
Recreation Center Mgmt. System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf recreation center management software package.	0.08 M	3
Service Desk System Management	Provides for support and maintenance of the City's incident and request management system. This system allows for the appropriate routing and resolution of IT tickets.	0.16 M	3
Software Acquisition Services	This service assists departments in the selection of appropriate commercial-off-the-shelf software packages.	0.05 M	3

## Information Technology Services



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Wireless Infrastructure Implementation, Operation, and Administration	Provide wireless services to City employees and guests	0.15 M	3
Asset Management	Supports life cycle management and strategic decision making for the City's desktop computing environment.	0.08 M	4
Custom IT Application Development Services	This service creates custom developed applications for departments with unique or specialized requirements.	0.23 M	4
Database Maintenance Services	This service performs database maintenance tasks for departmental application databases. Nearly every City software package has a backend database that must be periodically serviced to ensure maximum availability and adequate capacity.	0.12 M	4
Point of Sale / Collections Mgmt. System Technical Support Services	This service performs ongoing system administration and provides general support for the software packages utilized by the Office of Historic Alexandria; a commercial-off-the-shelf point of sale system, commercial-off-the-shelf museum collections software and ancillary custom developed applications utilized for collections management.	0.02 M	4
Printer Maintenance	Provides for the maintenance of the City's network printer inventory.	0.06 M	4
SharePoint Online Services	SharePoint Online is a hosted service that allows staff to access documents, sites and work collaboratively with colleagues.	0.09 M	4
Software Installation and Configuration Services	This service performs installation and configuration of commercial-off-the-shelf (COTS) software packages.	0.10 M	4
Virtual Server Environment Installation and Administration	Maintain the virtual server environment for the enterprise.	0.18 M	4

## Information Technology Services



## PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Leadership & Management	\$1,230,835	\$1,416,716	\$1,663,775	\$247,059	17.4%
Applications	\$1,912,148	\$2,235,512	\$2,354,180	\$118,668	5.3%
Communications Support	\$876,434	\$879,930	\$893,589	\$13,659	1.6%
Customer Service	\$1,279,992	\$1,285,286	\$1,525,764	\$240,478	18.7%
Enterprise Business Systems Support	\$1,891,106	\$2,255,454	\$2,133,886	(\$121,568)	-5.4%
IT Project Management	\$482,101	\$565,287	\$716,273	\$150,986	26.7%
Network Operations	\$3,497,368	\$2,950,862	\$2,915,016	(\$35,846)	-1.2%
Security	\$423,188	\$644,065	\$957,323	\$313,258	48.6%
<b>Total Expenditures (All Funds)</b>	<b>\$11,593,172</b>	<b>\$12,233,112</b>	<b>\$13,159,806</b>	<b>\$926,694</b>	<b>7.6%</b>

- Leadership and Management increases by \$247,059 or 17.4% due to health insurance rate increases and increased membership, CRM, and Microsoft Enterprise License fee costs.
- Applications increases by \$118,668 or 5.3% due to health insurance rate increases, software licensing fees, and office rental costs.
- Communications Support increases by \$13,659 or 1.6% due to health insurance rate increases.
- Customer Service increases by \$240,478 or 18.7% due to health insurance rate increases, a 2.0 FTE increase due to internal division transfers, and increased maintenance and OpEx costs.
- Enterprise Business System Support decreases by \$121,568 due to turnover savings.
- IT Project Management increases by \$150,986 or 26.7% due to health insurance rate increases, and the partial time reallocation of 2.0 FTEs to Project Management from Leadership & Management based on scope of work performed.
- Network Operations decreases by \$35,846 or 1.2% due to turnover savings and a 1.0 FTE decrease due to an internal division transfer, offset by an increase in WAN support, server maintenance, and internet circuit costs.
- Security increased by \$313,258 or 48.6% due to the addition of a Computer Programmer Analyst IV (1.0 FTE) and increased software licenses costs.

## Information Technology Services



## PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	Change 2020 - 2021	% Change 2020 - 2021
Leadership & Management	6.00	7.00	7.00	0.00	0.0%
Applications	11.00	13.00	13.00	0.00	0.0%
Communications Support	4.00	3.00	4.00	1.00	33.3%
Customer Service	9.00	11.00	13.00	2.00	18.2%
Enterprise Business Systems Support	15.00	16.00	16.00	0.00	0.0%
IT Project Management	4.00	7.00	6.00	(1.00)	-14.3%
Network Operations	12.00	12.00	11.00	(1.00)	-8.3%
Security	2.00	3.00	4.00	1.00	33.3%
<b>Total FTEs</b>	<b>63.00</b>	<b>72.00</b>	<b>74.00</b>	<b>2.00</b>	<b>2.8%</b>

- Leadership & Management remains flat for FY 2021.
- Applications remains unchanged for FY 2021.
- Communications Support increases by 1.0 FTE or 33.3% due to a FTE allocation adjustment of a position that was previously allocated in another program area to better align the resource with the program services provided.
- Customer Service increases by 2.0 FTE or 18.2% due to a FTE transfer from other ITS internal divisions based on scope of work performed and better alignment to focus on customer needs.
- Enterprise Business Systems Support remains flat for FY 2021.
- IT Project Management decreases by 1.0 FTE or 14.3% due to partial time reallocation based on scope of work performed.
- Network Operations decreased by 1.0 FTE or 8.3% due to an internal division adjustment to better align the resource with the program services provided.
- Security increases by 1.0 FTE or 33.3% due to the addition of a Computer Programmer Analyst IV position (1.0 FTE). This Cybersecurity Engineer will support the City's cybersecurity and risk management program and the its ability to adequately respond to emerging threats.

## Information Technology Services



## LEADERSHIP &amp; MANAGEMENT

**Program Description:** This program provides technology investment management, sound leadership, and overall IT service delivery.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$762,335	\$905,883	\$996,433	\$90,550	10.0%
Non-Personnel	\$468,500	\$510,833	\$667,342	\$156,509	30.6%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,230,835</b>	<b>\$1,416,716</b>	<b>\$1,663,775</b>	<b>\$247,059</b>	<b>17.4%</b>
<b>Total Program FTEs</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>	<b>0.0%</b>

## APPLICATIONS

**Program Description:** This program supports the geographic information system (GIS), web technologies, and data analytics for the enterprise.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,501,806	\$1,499,606	\$1,577,852	\$78,246	5.2%
Non-Personnel	\$410,342	\$735,906	\$776,328	\$40,422	5.5%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,912,148</b>	<b>\$2,235,512</b>	<b>\$2,354,180</b>	<b>\$118,668</b>	<b>5.3%</b>
<b>Total Program FTEs</b>	<b>11.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>	<b>0.0%</b>

## Information Technology Services



## COMMUNICATION SUPPORT

**Program Description:** This program provides telecommunication services.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$592,962	\$590,244	\$597,833	\$7,589	1.3%
Non-Personnel	\$283,472	\$289,686	\$295,756	\$6,070	2.1%
<b>Total Program Expenditures (All Funds)</b>	<b>\$876,434</b>	<b>\$879,930</b>	<b>\$893,589</b>	<b>\$13,659</b>	<b>1.6%</b>
<b>Total Program FTEs</b>	<b>4.00</b>	<b>3.00</b>	<b>4.00</b>	<b>1.00</b>	<b>33.3%</b>

## CUSTOMER SERVICE

**Program Description:** This program provides the efficient delivery of agreed services and solutions to maintain business operations and customer satisfaction.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$967,367	\$926,986	\$1,117,662	\$190,676	20.6%
Non-Personnel	\$312,625	\$358,300	\$408,102	\$49,802	13.9%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,279,992</b>	<b>\$1,285,286</b>	<b>\$1,525,764</b>	<b>\$240,478</b>	<b>18.7%</b>
<b>Total Program FTEs</b>	<b>9.00</b>	<b>11.00</b>	<b>13.00</b>	<b>2.00</b>	<b>18.2%</b>

## Information Technology Services



## ENTERPRISE BUSINESS SYSTEMS SUPPORT

**Program Description:** This program provides enterprise software lifecycle management to include databases and custom application development.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,358,469	\$1,823,318	\$1,719,980	(\$103,338)	-5.7%
Non-Personnel	\$532,637	\$432,136	\$413,906	(\$18,230)	-4.2%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,891,106</b>	<b>\$2,255,454</b>	<b>\$2,133,886</b>	<b>(\$121,568)</b>	<b>-5.4%</b>
<b>Total Program FTEs</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0.00</b>	<b>0.0%</b>

## IT PROJECT MANAGEMENT

**Program Description:** This program provides technology project and portfolio management, business analysis, and project governance services.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$319,761	\$420,997	\$573,706	\$152,709	36.3%
Non-Personnel	\$162,340	\$144,290	\$142,567	(\$1,723)	-1.2%
<b>Total Program Expenditures (All Funds)</b>	<b>\$482,101</b>	<b>\$565,287</b>	<b>\$716,273</b>	<b>\$150,986</b>	<b>26.7%</b>
<b>Total Program FTEs</b>	<b>4.00</b>	<b>7.00</b>	<b>6.00</b>	<b>-1.00</b>	<b>-14.3%</b>

## Information Technology Services



## NETWORK OPERATIONS

**Program Description:** This program services offerings includes institutional network, collaboration technologies, and enterprise infrastructure management support.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,395,798	\$1,630,253	\$1,364,486	(\$265,767)	-16.3%
Non-Personnel	\$2,101,570	\$1,320,609	\$1,550,530	\$229,921	17.4%
<b>Total Program Expenditures (All Funds)</b>	<b>\$3,497,368</b>	<b>\$2,950,862</b>	<b>\$2,915,016</b>	<b>(\$35,846)</b>	<b>-1.2%</b>
<b>Total Program FTEs</b>	<b>12.00</b>	<b>12.00</b>	<b>11.00</b>	<b>-1.00</b>	<b>-8.3%</b>

## SECURITY

**Program Description:** This program develops and implements security policies, standards, guidelines, and procedures to keep data protected across the enterprise.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$265,206	\$374,875	\$533,511	\$158,636	42.3%
Non-Personnel	\$157,982	\$269,190	\$423,812	\$154,622	57.4%
<b>Total Program Expenditures (All Funds)</b>	<b>\$423,188</b>	<b>\$644,065</b>	<b>\$957,323</b>	<b>\$313,258</b>	<b>48.6%</b>
<b>Total Program FTEs</b>	<b>2.00</b>	<b>3.00</b>	<b>4.00</b>	<b>1.00</b>	<b>33.3%</b>



# Office of Internal Audit



The nature and purpose of the Office of Internal Audit is to perform independent appraisals of City programs and activities directed toward improving program efficiency; compliance with applicable rules and regulations; and the prevention of fraud, waste and abuse. Office of Internal Audit staff observe program conditions, analyze and evaluate the operational effectiveness of City and/or State financial management programs, formulate corrective actions for rectifying observed deficiencies, and make written recommendations to the responsible operating officials. Office of Internal Audit staff also supports City departments that are undergoing Federal and State monitoring visits and financial audits. Finally, the Office of Internal Audit administers the City's Ethics and Fraud Hotline.

## Department Contact Info

703.746.4742

[www.alexandriava.gov/internalaudit](http://www.alexandriava.gov/internalaudit)

## Department Contact

Robert Snyder

## Office of Internal Audit



## EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures By Character</b>					
Personnel	\$131,614	\$399,977	\$266,416	(\$133,561)	-33.4%
Non-Personnel	\$90,870	\$42,025	\$39,754	(\$2,271)	-5.4%
<b>Total</b>	<b>\$222,484</b>	<b>\$442,002</b>	<b>\$306,170</b>	<b>(\$135,832)</b>	<b>-30.7%</b>
<b>Expenditures by Fund</b>					
General Fund	\$222,484	\$442,002	\$306,170	(\$135,832)	-30.7%
<b>Total</b>	<b>\$222,484</b>	<b>\$442,002</b>	<b>\$306,170</b>	<b>(\$135,832)</b>	<b>-30.7%</b>
<b>Total Department FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- The Office of Internal Audit's overall budget decreases by \$135,832 or 30.7% compared to FY 2020 levels.
- Personnel costs decrease by \$133,561 or 33.4% due to an increase in vacancy savings.
- Non-personnel costs decrease by \$2,271 or 5.4% in the reduction of travel, conference and mileage costs due temporary travel restrictions due to COVID-19.



## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2020 APPROVED ALL FUNDS BUDGET</b>	<b>3.00</b>	<b>\$442,002</b>
<b>All Programs</b> Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$2,737
<b>All Programs</b> All General Fund travel, conferences, mileage and education and training dollars were reduced by 25% in the amended FY 2021 proposed budget version 2.0 due to temporary travel restrictions and the delay or cancellation of many in person training opportunities.	0.00	(\$2,271)
<b>All Programs</b> The FY 2021 budget includes increased vacancy savings factors for each department based on a hiring freeze in the City. Across all departments an additional \$4.3 million of vacancy savings was added from the proposed budget version 2.0.	0.00	\$(136,298)
<b>TOTAL FY 2021 APPROVED ALL FUNDS BUDGET</b>	<b>3.00</b>	<b>\$306,170</b>

## PERFORMANCE INDICATORS

## Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Percent of Audit Corrective Actions Implemented Within 45 Days</i>	95.2%	95.7%	93.8%	90.0%	90.0%
<i># of Audits Completed</i>	52	41	18	40	N/A
<i># of Audit Recommendations Proposed</i>	98	66	30	50	N/A

## Office of Internal Audit



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Audits	Observe program conditions, analyze and evaluate the operational effectiveness of City and/or State financial management programs, formulate corrective actions for rectifying observed deficiencies, and make written recommendations to the responsible operating officials. Office of Internal Audit staff also supports City departments that are undergoing Federal and State monitoring visits and financial audits.	0.35 M	1
Government Ethics, Fraud, and Waste Resolution	Administers the City's Ethics and Fraud Hotline. The purpose of the hotline is to provide a confidential method for employees, residents, and contractors to relay information concerning fraud, waste, abuse, or ethical misconduct to the City.	0.09 M	2

# Office of Management and Budget



The Office of Management & Budget (OMB) prepares the annual operating budget, the capital improvement program, and performs on-going fiscal and management analyses of City programs while conducting research and analysis in such areas as improving operational efficiency and cost effectiveness, performance measures, and organizational structure and processes.

**Department Contact Info**

703.746.3737

<http://www.alexandriava.gov/Budget>

**Department Head**

Morgan Routt



## EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures By Character</b>					
Personnel	\$1,128,138	\$1,231,239	\$1,191,918	(\$39,321)	-3.2%
Non-Personnel	\$69,846	\$57,490	\$83,178	\$25,688	44.7%
<b>Total</b>	<b>\$1,197,984</b>	<b>\$1,288,729</b>	<b>\$1,275,096</b>	<b>(\$13,633)</b>	<b>-1.1%</b>
<b>Expenditures by Fund</b>					
General Fund	\$1,197,984	\$1,288,729	\$1,275,096	(\$13,633)	-1.1%
<b>Total</b>	<b>\$1,197,984</b>	<b>\$1,288,729</b>	<b>\$1,275,096</b>	<b>(\$13,633)</b>	<b>-1.1%</b>
<b>Total Department FTEs</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for the Office of Management and Budget decrease by \$13,633 or 1.1% compared to FY 2020 levels.
- Personnel costs decrease by \$39,321 or 3.2% due to an increase of \$65,000 in vacancy savings.
- Non-personnel costs increase by \$25,688 or 44.7% due to Priority Based Budgeting software maintenance fees.



## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2020 APPROVED ALL FUNDS BUDGET</b>	<b>11.0</b>	<b>\$1,288,729</b>
<b>All Programs</b> Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$92,667
<b>Budget and Management Services</b> CIP Coordinator Position—Capitalizing an additional 25% of the CIP coordinator position would reduce General Fund costs and better align the duties with the type of work performed without impact in service or quality.	0.00	(\$38,800)
<b>All Programs</b> All General Fund travel, conferences, mileage and education and training dollars were reduced by 25% in the amended FY 2021 proposed budget version 2.0 due to temporary travel restrictions and the delay or cancellation of many in person training opportunities.	0.00	(\$2,500)
<b>All Programs</b> The FY 2021 budget includes increased vacancy savings factors for each department based on a hiring freeze in the City. Across all departments an additional \$4.3 million of vacancy savings was added from the proposed budget version 2.0.	0.00	\$(65,000)
<b>TOTAL FY 2021 APPROVED ALL FUNDS BUDGET</b>	<b>11.0</b>	<b>\$1,275,096</b>



## PERFORMANCE INDICATORS

## Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies.

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Actual General Fund expenditures as a percent of appropriated General Fund expenditures</i>	97.4%	97.1%	97.8%	98.0%	98.0%
<i>Actual General Fund expenditures as percent of approved General Fund expenditures</i>	98.6%	98.7%	99.3%	99.0%	100.0%
<i>Actual General Fund revenue as percent of approved General Fund revenue</i>	101.5%	100.5%	101.1%	100.0%	100.0%
<i>Percent of budget book outstanding ratings from the Government Finance Officers Association</i>	18.5%	24.7%	28.4%	20.0%	37.0%
<i>Unassigned General Fund fund balance as percent of approved General Fund revenue</i>	9.1%	10.5%	10.9%	9.0%	5.5%





## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Budget Development and Evaluation	Lead the process to develop, review and submit an annual operating budget to City Council for the purpose of developing a responsible and responsive annual funding and service plan for the City government. This includes a review of department budget submissions, statement of policy and service impacts on new and/or reduced services, preparing and maintaining the 5-year financial planning model, and preparing materials for City Council budget work sessions, employee engagement forums, Alexandria's Budget & Fiscal Affairs Advisory Committee (BFAAC), and public hearings.	0.71 M	1
Budget Implementation & Monitoring	Provide guidance and routine reviews of department budgets to ensure spending aligns with the available resources and anticipated department deliverables in a given year for the purpose of spending City dollars consistently with approved plans, goals and funding levels. This includes, but is not limited to, reviewing budget transfers and preparing year-end projections.	0.27 M	2
CIP Budget Development and Evaluation	Lead the process to develop, review and submit a 10 year capital budget to City Council for the purpose of developing a responsible and responsive annual funding and service plan for the City government. This includes a review of department budget submissions, prepare and maintain multiple iterations of the debt model, and preparing materials for City Council budget work sessions, employee engagement forums, BFAAC, and public hearings.	0.11 M	2
CIP Budget Implementation & Monitoring	Provide guidance and routine reviews of department budgets to ensure spending aligns with the available resources and anticipated department deliverables in a given year for the purpose of spending City dollars consistently with approved plans, goals and funding levels. This includes, but is not limited to, reviewing CIP invoices, managing the monthly capital allocation process, preparing CIP quarterly status reports, and preparing year-end projections.	0.05 M	2
Research and Analysis	Perform special research and analysis projects as requested from various sources including the City Council, City Manager, BFAAC and Budget Director for the purpose of addressing emerging budget issues and improving City efficiency and effectiveness.	0.15 M	4

# Non-Departmental



The Non-Departmental budget encompasses expenditures and initiatives that are not specifically related to any department or have Citywide impacts. These expenditures include:

- Debt Service
- Cash Capital
- City Memberships
- Insurance
- Employee Compensation Related Items
- Other Operating Expenditures
- Response to Emergencies
- Contingent Reserves
  - Family Unit Due Process Program
  - Inova Alexandria Hospital Appropriation
  - Night/Weekend Zoning Inspector
  - Voter Registrar Redistricting Notice
  - NVJDC Subsidy Increase
  - COVID-19 Response Contingency



# Non-Departmental

## REVENUE & EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures by Type</b>					
Capital Improvement Program Related Expenses					
<i>General Obligation Debt Service: WMATA</i>	\$1,077,673	\$1,051,398	\$1,022,330	(\$29,068)	-2.8%
<i>General Obligation Debt Service: General City (excl. ACPS)</i>	\$37,218,577	\$34,223,227	\$33,710,302	(\$512,925)	-1.5%
<i>Northern Virginia Transportation District Debt Service</i>	\$256,070	\$256,070	\$256,070	\$0	0.0%
<i>Transfer to Capital Projects (CIP Cash Capital)</i>	\$36,966,696	\$40,031,577	\$25,570,731	(\$14,460,846)	-36.1%
City Memberships	\$361,643	\$396,549	\$402,686	\$6,137	1.5%
Insurance	\$6,079,035	\$6,070,344	\$6,568,699	\$498,355	8.2%
Employee Compensation	\$1,700,000	\$1,700,000	\$1,627,022	(\$72,978)	-4.3%
Other Operating Expenditures	\$1,876,306	\$268,260	-\$285,173	(\$553,433)	-206.3%
Contingent Reserves	\$0	\$1,061,770	\$4,259,278	\$3,197,508	301.1%
Response to Snow & Ice Emergencies	\$1,490,377	\$850,000	\$860,100	\$10,100	1.2%
Fund Grants & Donations	\$0	\$1,000,000	\$1,000,000	\$0	0.0%
<b>Total</b>	<b>\$87,026,378</b>	<b>\$86,909,195</b>	<b>\$74,992,045</b>	<b>(\$11,917,150)</b>	<b>-13.7%</b>
<b>Expenditures by Fund</b>					
General Fund	\$85,671,811	\$85,909,195	\$73,992,045	(\$11,917,150)	-13.9%
Non-Fiscal Year Grants	\$823,127	\$0	\$0	\$0	N/A
Fiscal Year Grants	\$0	\$1,000,000	\$1,000,000	\$0	0.0%
Donations	\$0	\$0	\$0	\$0	N/A
Other Special Revenue	\$531,440	\$0	\$0	\$0	N/A
DASH	\$0	\$0	\$0	\$0	N/A
<b>Total</b>	<b>\$87,026,378</b>	<b>\$86,909,195</b>	<b>\$74,992,045</b>	<b>(\$11,917,150)</b>	<b>-13.7%</b>

## FISCAL YEAR HIGHLIGHTS

- The FY 2021 Non-Departmental budget is decreasing -\$11,917,150 or -13.7% as compared to the FY 2020 budget.
- The City's share of Alexandria City Public School (ACPS) debt service expense equaling \$28,578,698 has been budgeted separately in the ACPS budget section and is no longer shown in the Non-Departmental budget. In FY 2020, ACPS' share of debt service was \$28,112,251.
- Cash Capital expenditures (which includes both City and ACPS Cash Capital) are decreasing by -\$14,460,846 or -36.1% as compared to the FY 2020 budget. This reduction reflects the changes proposed as part of the City response to anticipated revenue reductions resulting from the COVID-19 pandemic.
- The employee compensation portion on Non-Departmental includes a number Citywide employee compensation initiatives including changes to some health and life insurance rates, and continued investment in the Employee Wellness program (Work n' Well). This section also includes continued funding for the closed public safety pension plan, which is maintained at the FY 2020 funding level (\$1,700,000). These items are discussed in more detail later in this section.
- Contingent Reserves funding is increasing \$3,197,508 or 301.1% as compared to FY 2020. This reflects the net adjustments of removing one-time contingency funds, and the addition of new contingency items for FY 2021. These items are discussed in more detail later in this section.



# Non-Departmental

## DEBT SERVICE

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved
General Obligation Debt Service: WMATA	\$1,077,673	\$1,051,398	\$1,022,330
General Obligation Debt Service: General City (excluding ACPS)	\$37,218,577	\$34,223,227	\$33,710,302
Northern Virginia Transportation District Debt Service	\$256,070	\$256,070	\$256,070
<b>Total Expenditures (All Funds)</b>	<b>\$38,552,321</b>	<b>\$35,530,695</b>	<b>\$34,988,702</b>

\*The City's share of Alexandria City Public School (ACPS) debt service expense equaling \$28,578,698 has been budgeted separately in the ACPS budget section and is no longer shown in the Non-Departmental budget. In FY 2020, ACPS' share of debt service was \$28,112,251.

### Debt Service

Total debt service (excluding ACPS) decreases in FY 2021, which is attributable to savings realized from the plans to not borrow in FY 2021 to match projected cash flows. Based on staff's analysis of the projected cash flow of existing on-going projects and the planned projects scheduled to begin in FY 2020 and FY 2021, and because of on hand available bond balances, the City plans to schedule the next bond issuance contemplated in FY 2022.

Note: There are additional debt service costs to the City for specific programs in the FY 2021 budget (totaling approximately \$2.3 million), which are budgeted in the Fire Department (\$1.7 million) and the Department of Transportation & Environmental Services (\$0.6 million).

## CIP CASH CAPITAL

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved
Transfer to Capital Projects (CIP Cash Capital)	\$36,966,696	\$40,031,577	\$25,570,731
<b>Total Expenditures (All Funds)</b>	<b>\$36,966,696</b>	<b>\$40,031,577</b>	<b>\$25,570,731</b>

### Transfer to Capital Projects (CIP Cash Capital)

The FY 2021 budget includes \$25,570,731 in General Fund cash capital to be transferred to the CIP to support City and ACPS capital projects. This represents a reduction of -\$14,460,846 or -36.1% as compared to the FY 2020 budget. As part of the City's response to the COVID-19 pandemic, \$140.6 million in capital project expenditures contemplated in the Proposed FY 2021 capital budget were identified for reduction or deferral to subsequent fiscal years. This deferral includes a reduction of \$26.7 million in cash capital expenditures from what was recommended in the Proposed FY 2021 budget.

The General Fund cash capital transfer of \$25,570,731 represents 3.6% of all General Fund expenditures in the FY 2021 budget.

Note: There are additional cash capital costs to the City for the Stormwater Utility fund, Sanitary Sewer fund, Potomac Yard Metro Station fund, Code Fund, Housing Fund, NVT 30%, and the Transportation Improvement Program (TIP) in the FY 2021 budget, totaling \$17.2 million.



# Non-Departmental

## CITY MEMBERSHIPS

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved
City Memberships	\$361,643	\$396,549	\$402,686
<b>Total Expenditures (All Funds)</b>	<b>\$361,643</b>	<b>\$396,549</b>	<b>\$402,686</b>

### City Memberships

The budget for City Memberships increases by \$6,137 in FY 2021, reflecting a slight increase in membership costs for existing memberships.

- Metropolitan Washington Council of Governments, \$162,925
- Northern Virginia Regional Commission, \$131,630
- Virginia Municipal League, \$43,900
- National League of Cities, \$10,265
- Northern Virginia Transportation Commission, \$40,187
- U.S. Conference of Mayors, \$13,779

## INSURANCE

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved
Insurance Charges	\$6,079,035	\$6,070,344	\$6,568,699
<b>Total Expenditures (All Funds)</b>	<b>\$6,079,035</b>	<b>\$6,070,344</b>	<b>\$6,568,699</b>

### Insurance

In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of claims adjustments, the current cost of health insurance for City retirees, and insurance policies held by the City. The total insurance budget is increasing by \$498,355 from FY 2020 levels. This increase is largely driven by an increase in the budgeted amount for Claims Against the City, to align the budget with the City's recent experienced actuals.



# Non-Departmental

## EMPLOYEE COMPENSATION RELATED ITEMS

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved
Old Public Safety Pension Plan	\$1,700,000	\$1,700,000	\$1,700,000
Impact of Increase in VRS Contribution Rate	\$0	\$0	\$1,454,036
Adjustment to Other Post-Employment Benefits (OPEB) Contribution	\$0	\$0	-\$300,000
Life Insurance Premium Increase and Design Changes	\$0	\$0	\$147,949
Employee Wellnesss Initiative Increase (Work n Well)	\$0	\$0	\$400,000
Health Insurance Rate Changes	\$0	\$0	-\$1,179,992
UHC One Month Premium Holiday	\$0	\$0	-\$984,511
Changes to Employee Cost Sharing of Health Insurance	\$0	\$0	\$389,540
<b>Total Expenditures (All Funds)</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,627,022</b>

### Employee Compensation Related Items

The employee compensation portion on Non-Departmental includes a number Citywide employee compensation initiatives , including the following:

- Changes to Life insurance rates and plan design (\$147,949);
- Full year implementation funding (\$400,000) of the Employee Wellness Incentive Program;
- A one-month health insurance premium holiday for employees enrolled in United Healthcare plans. The City-paid portions of premiums will also experience a one-month premium holiday, which results in a \$984,511 savings. This premium holiday will be funded using claims reserve balances; and
- Funding (\$389,540) to increase the City's portion of health premium contributions, from 80% to 85%, for full-time employees, whose annual salary is at or below \$70,000. This affects both Kaiser and United Healthcare deductible HMO plans and reduces employee portion of the premiums by 25%.

Additionally, several Citywide benefit changes are initially budgeted in Non-D. During the course of the fiscal year, these expenditures will be distributed to departments through a supplemental appropriation process. These changes include:

- Increase in Virginia Retirement System (VRS) contribution rate (\$1,454,036) that reflects a change in the assumed rate of return of plan assets; and
- A reduction in the City's estimated increase in Health Insurance premiums (\$1,176,992). Initially, the City had forecasted an 8% increase in rates for Kaiser and United Healthcare. In January 2020, the City received Employee Health Insurance renewal rates from United Healthcare which maintained (i.e., a 0% rate increase) the current monthly premium per employee and rates from Kaiser that will result in just a 5% increase.

This section also includes funding for the closed public safety pension plan, which is maintained at the FY 2020 funding level (\$1,700,000).

The Proposed FY 2021 Budget included an 1.5% adjustment to all pay scales (General Fund impact of \$3,511,123), including the cost of both salaries and benefits, which was budgeted in Non-Departmental. Due to the COVID-19 pandemic and the resulting anticipated revenue reductions, this pay scale adjustment was eliminated for FY 2021 and will need to be considered in a subsequent fiscal year.

## Non-Departmental



## OTHER OPERATING EXPENSES

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved
Summer Interns	\$0	\$75,000	\$27,590
Vacancy Savings	\$0	\$0	-\$500,000
Other Expenditures	\$1,876,306	\$193,260	\$187,237
<b>Total Expenditures (All Funds)</b>	<b>\$1,876,306</b>	<b>\$268,260</b>	<b>-\$285,173</b>

**Other Operating Expenditures**

Other Operating Expenditures includes funding for summer interns and minor adjustments to certain components of miscellaneous operating expenses. Additionally, the Approved FY 2021 budget includes a hiring freeze on select positions as part of the City response to the COVID-19 pandemic and anticipated reductions in revenue. As such, budgeted vacancy savings increased from \$5.8 million in the proposed budget to \$9.6 million in the Approved FY 2021 Operating Budget. The majority of this vacancy savings is included in department budgets, however \$0.5 million is included in Non-Departmental. Because it can be reasonably expected that the City will save \$9.6 million due to vacancies (and the hiring freeze) but not as easily predicted in which departments the savings will occur, the \$9.1 million base vacancy savings remains spread across the City in individual departmental budgets while \$0.5 million has been budgeted in Non-Departmental.

The \$1.9 million of expenditures in FY 2019 were largely attributable to the Summer 2019 WMATA Platform Improvement Project and the expenses for which the City was reimbursed by WMATA. This was a one-time project and does not require a budgeted amount for FY 2021.



# Non-Departmental

## CONTINGENT RESERVES

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved
Contingent Reserves	\$0	\$1,061,770	\$4,259,278
<b>Total Expenditures (All Funds)</b>	<b>\$0</b>	<b>\$1,061,770</b>	<b>\$4,259,278</b>

Item	Description/Impacts	Amount
<b>TOTAL FY 2020 APPROVED ALL FUNDS BUDGET</b>		<b>\$1,061,770</b>
All	Remove \$1,061,770 of one-time funding for FY 2020 contingency items. Expenditures budgeted here in FY 2020 related to Early Childhood capacity expansion, SNAP outreach and expansion, Commercial Property Assessed Clean Energy Program (C-Pace), and 2020 Census Complete County Committee have been moved to their respective department budgets.	(\$1,061,770)
Deportation Due Process Program	Funding will provide resources to assist Alexandria residents facing deportation proceedings. The City has recently executed a contract with a non-profit to provide these services.  This item was also included as a Contingent Reserve item in FY 2020.	\$100,000
Inova Alexandria Hospital Appropriation	This funding represents the deletion of 50% of the appropriation to the Inova Alexandria Hospital for uncompensated care. The funding has been placed in contingent reserves until staff can complete an assessment of the impact of the recent expansion of Medicaid eligibility, approved by the General Assembly.  This item was also included as a Contingent Reserve item in FY 2020.	\$490,575
Night/Weekend Zoning Inspector	The funding for the Night/Weekend Zoning Inspector has been moved to Contingent Reserves, until a comprehensive review and report on night/weekend staffing, policies, and coordination between the Police Department, Planning Department, Code Administration, Transportation & Environmental Services, Health Department and other impacted departments has been presented to Council.  This item was also included as a Contingent Reserve item in FY 2020.	\$83,595
Voter Registrar Redistricting Notice	Virginia Code § 24.2-306 (B) requires notice of any change in election district/precinct/polling place be mailed to registered voters at least 15 days prior to the next general, special, or primary election. This funding is for printing and postage costs based on 100,000 registered voters at 90-cents per item mailed. Total cost for redistricting notifications subject to change depending on the potential total number of registered voters that are impacted.	\$90,000
NVJDC Subsidy Increase	A study of the Northern Virginia Regional Juvenile Detention Center (NVJDC) commenced on July 29, 2019. This study will review many aspects of the service including an analysis of existing center costs and operations. The study will provide recommendations and a full report presented to the public considering one of two options: further regionalization or continued operation of the center by the existing jurisdictions. Pending the results of the study, the FY 2021 increase for NVJDC has been placed into contingent reserves. FY 2020 levels of funding remain budgeted in Other Public Safety.	\$245,108
COVID-19 Response Contingency	This provides funding for programs to assist Alexandria residents and businesses with recovery from the economic impacts of the COVID-19 pandemic. This includes funding to support programs for housing security and rent relief to be determined by the Office of Housing.	\$3,250,000
<b>TOTAL FY 2021 APPROVED ALL FUNDS BUDGET</b>		<b>\$4,259,278</b>





# Non-Departmental

## RESPONSE TO EMERGENCIES

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved
Response to Snow & Ice Emergencies	\$1,490,377	\$850,000	\$860,100
<b>Total Expenditures (All Funds)</b>	<b>\$1,490,377</b>	<b>\$850,000</b>	<b>\$860,100</b>

### Response to Emergencies

City snow and ice management budgets are included in the Non-Departmental section of the Operating Budget to allow for quicker monitoring and reporting of costs as well as removing the unpredictability of random snow and ice events from departmental budgets.

# Office of Organizational Excellence



The Office of Organizational Excellence (OOE) is a new initiative of the City Manager and through utilization of existing resources from Human Resources, the Office of Internal Audit and the Office of Performance and Accountability, OOE aims to identify what in the City government needs to improve, as well as develop and manage the processes to reform City internal processes, procedures and practices.

OOE is also responsible for coordinating the employee engagement survey and for establishing formalized processes for creating and implementing departmental and City government organization-wide improvement plans.

#### **Department Contact Info**

703.746.4343

[www.alexandriava.gov](http://www.alexandriava.gov)

#### **Department Head**

James Spengler

## Office of Organizational Excellence



## EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures By Character</b>					
Personnel			\$109,929	\$109,929	100.0%
Non-Personnel			\$42,500	\$42,500	100.0%
<b>Total</b>			<b>\$152,429</b>	<b>\$152,429</b>	<b>100.0%</b>
<b>Expenditures by Fund</b>					
General Fund			\$152,429	\$152,429	100.0%
<b>Total</b>			<b>\$152,429</b>	<b>\$152,429</b>	<b>100.0%</b>
<b>Total Department FTEs</b>			<b>1.00</b>	<b>1.00</b>	<b>100.0%</b>

## FISCAL YEAR HIGHLIGHTS

- In December 1, 2019, the City Manager created a new office. The Office of Organizational Excellence brings together existing City resources and personnel from different parts of the organization in order to create a more structured change management effort. Using a High Performance Organization (HPO) model as the structural framework, the intent is to put in place a more deliberate, more intentional set of processes aimed at improving the city government, it's organizational climate and outcomes.
- All program costs were transferred from Human Resources Department to include one Organization Development Specialist FTE and employee engagement survey costs.
- The Office of Organizational Excellence is affiliated with the Office of Internal Audit and the Office of Performance and Accountability as all of these organization's missions are aimed at improving the performance of the City of Alexandria organizations.

# Office of Performance and Accountability



The Office of Performance and Accountability (OPA) helps the City deliver efficient and effective services by informing decisions through measurement and analysis.

**Department Contact Info**

703.746.3729

<http://www.alexandriava.gov/Performance>

**Department Head**

Greg Useem



## EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures By Character</b>					
Personnel	\$349,919	\$404,207	\$406,728	\$2,521	0.6%
Non-Personnel	\$68,267	\$119,975	\$102,580	(\$17,395)	-14.5%
<b>Total</b>	<b>\$418,186</b>	<b>\$524,182</b>	<b>\$509,308</b>	<b>(\$14,874)</b>	<b>-2.8%</b>
<b>Expenditures by Fund</b>					
General Fund	\$418,186	\$524,182	\$509,308	(\$14,874)	-2.8%
<b>Total</b>	<b>\$418,186</b>	<b>\$524,182</b>	<b>\$509,308</b>	<b>(\$14,874)</b>	<b>-2.8%</b>
<b>Total Department FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for the Office of Performance and Accountability decreases by \$14,878 or 2.8% from FY 2020 levels.
- Personnel costs increase by \$2,521 or 0.6% due to health insurance rate increases.
- Non-personnel costs decrease by \$17,395 or 14.5% due to the biennial Resident Survey not occurring in FY 2021 and increases in operating supplies and materials, software licenses and Alex311 maintenance fees.



## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2020 APPROVED ALL FUNDS BUDGET</b>	<b>3.00</b>	<b>\$524,182</b>
<b>All Programs</b> Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, deferrals in merit increases and contracts, and materials.	0.00	\$21,376
<b>Performance and Accountability</b> Reduction of the biennial Resident Survey. This will be re-entered in the FY2022 budget when it is again time to undertake the Resident Survey.	0.00	(\$35,000)
<b>All Programs</b> All General Fund travel, conferences, mileage and education and training dollars were reduced by 25% in the amended FY 2021 proposed budget version 2.0 due to temporary travel restrictions and the delay or cancellation of many in person training opportunities.	0.00	(\$1,250)
<b>TOTAL FY 2021 APPROVED ALL FUNDS BUDGET</b>	<b>3.00</b>	<b>\$509,308</b>



## PERFORMANCE INDICATORS

## Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Number of projects requested and in queue</i>	61	92	115	100	N/A
<i>Number of projects completed</i>	33	36	123	100	N/A
<i>Percent of internal survey respondents reporting that OPA staff were professional</i>	N/A	97%	95%	95%	95%
<i>Percent of internal survey respondents reporting that their project with OPA met or exceeded their needs</i>	N/A	87%	80%	90%	95%



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Performance dashboards	OPA partners with departments to measure their services so that the City can track how well programs are working (business intelligence) and provide transparency of the City's performance to the community. This supports data-driven decisions.	0.20 M	1
Surveys	Coordinate and conduct rigorous surveys so that decision makers know how the community and employees feel about the services that are delivered. This supports data-driven decisions.	0.12 M	1
Analysis & evaluation of service delivery performance	OPA collaborates with departments to answer questions, solve problems, and improve the efficiency and effectiveness of services through research, process analysis, evaluation, and data analysis. This supports data-driven decisions.	0.21 M	2



# Office of Voter Registration & Elections



The Office of Voter Registration and Elections is responsible for conducting accurate, fair and transparent elections in Alexandria in accordance with the Constitution and laws of the United States and the Commonwealth of Virginia, and providing Alexandria voters the opportunity to participate in the electoral process. This includes maintaining an accurate list of registered voters, offering convenient absentee voting opportunities, recruiting and training election officers, preparing ballots and voting equipment, managing polling places, and certifying all election results within the City.

The office also verifies candidate nominating petitions and ensures that candidates for local office file on-time campaign finance reports and provide full disclosure of the campaign's financial activities to the public.

## Department Contact Info

703.746.4050

<https://www.alexandriava.gov/Elections>

## Department Head

Anna Leider

## Office of Voter Registration &amp; Elections



## EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	\$ Change 2020 - 2021	% Change 2020 - 2021
<b>Expenditures By Character</b>					
Personnel	\$750,298	\$887,592	\$966,763	\$79,171	8.9%
Non-Personnel	\$356,741	\$447,737	\$493,062	\$45,325	10.1%
<b>Total</b>	<b>\$1,107,039</b>	<b>\$1,335,329</b>	<b>\$1,459,825</b>	<b>\$124,496</b>	<b>9.3%</b>
<b>Expenditures by Fund</b>					
General Fund	\$1,107,039	\$1,335,329	\$1,459,825	\$124,496	9.3%
<b>Total</b>	<b>\$1,107,039</b>	<b>\$1,335,329</b>	<b>\$1,459,825</b>	<b>\$124,496</b>	<b>9.3%</b>
<b>Total Department FTEs</b>	<b>6.60</b>	<b>6.60</b>	<b>6.60</b>	<b>-</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- Personnel increases by \$79,171 or 8.9% due to an increase in seasonal employees and overtime budgets for the 2020 Presidential Election; these costs will be reduced for FY 2022.
- Non-Personnel increases by \$45,325 or 10.1% due to an increase in office space rental costs and an increase in ballot printing, equipment delivery, office supply, and postal costs for the 2020 Presidential Election; these costs will be reduced for FY 2022.

# Office of Voter Registration & Elections



## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2020 APPROVED ALL FUNDS BUDGET</b>	<b>6.60</b>	<b>\$1,335,329</b>
<b>All Programs</b> Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including the administration of the Presidential election, and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$135,650
<b>All Programs</b> All General Fund travel, conferences, mileage and education and training dollars were reduced by 25% in the amended FY 2021 proposed budget version 2.0 due to temporary travel restrictions and the delay or cancellation of many in person training opportunities.	0.00	(\$3,954)
<b>Voter Registration &amp; Elections</b> Paper Ballot Count—Decreases the surplus of paper ballots for the June 2020 Primary and November 2020 Presidential Election to match actual anticipated turnout.	0.00	(\$7,200)
<b>TOTAL FY 2021 APPROVED ALL FUNDS BUDGET</b>	<b>6.60</b>	<b>\$1,459,825</b>

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Number of voters per election officer in general elections</i>	167	193	188	111	135
<i>Percent of absentee ballots sent within one day of receiving completed absentee ballot application</i>	98.5%	99.9%	99.7%	99.0%	100.0%
<i>Percent of registration transactions completed online</i>	60.1%	85.1%	84.8%	85.0%	85.0%
<i>Percent of registration transactions completed without error</i>	98.2%	98.9%	98.0%	99.0%	99.0%

## Office of Voter Registration &amp; Elections



## PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Elections	Conduct accurate, fair, and transparent elections in Alexandria in accordance with the Constitution and laws of the United States and the Commonwealth of Virginia.	0.74 M	1
Voter Registration	Maintain an accurate list of registered voters in Alexandria so all qualified City residents have the opportunity to participate in the electoral process.	0.57 M	2
Local Candidate Qualifications	Ensure that candidates for office file all the required paperwork and meet qualifications for office.	0.01 M	3
Campaign Finance	Ensure that candidates file on-time campaign finance reports and provide full disclosure of the campaign's financial activities to the public.	0.01 M	3